



## **Challenge of Change in Organizations Today**

Summary of Comments Made by Respondents

Survey Conducted April/May 2009

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### **QUESTION 1**

**How frequently are you involved in or impacted by major change in your organization?**

#### **OTHER**

- because I am in the University as a faculty
- Because of economics alot of decisions will be made soon with significant change
- closer to every other year
- continuous
- I am a consultant and called in as the work presents itself
- I'm one of the change agents
- it is what I do everyday
- no fixed intervals
- not part of an organization
- several times in past 3 years
- three years
- Very frequently in the last 5 years

### **QUESTION 2**

**What percent of major changes at your organization were successful in the last 12 months?**

#### **OTHER**

- 100% had some success
- because I am in the University as a faculty
- Depends on what you mean by major.
- Don't really know - we're lousy at measuring this stuff
- hard to estimate without clear definition. Maybe 30%
- Low unknown percentage
- not in an organization
- Not sure

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## COMMENTS

- As I am just an employee its hard to measure success because you don't see what the organisation is measuring change against, but the regular changes have left morale low and people cynical so it appears from the front line that the changes are as successful as they should be
- Born in the last decade when our legacy companies were merged by our corporate "parents" our company has a history of successful changes.
- Change here is so slow that the verdict is still out on changes from 2 or 3 years ago.
- Changes were effective in managing or reducing the budget (e.g. staff reductions, restructuring, new service rates, etc), but not effective in engaging the employees and helping them transition and respond to the changes.
  
- Define successful. Here we force feed change initiatives for 12-18 months and then arbitrarily yell "DONE", "Now stop talking about (measuring) the re-org, re-focus, re-engineering. Time for the next 'thing'".
- I can't point to a percentage, but there has been significant "push-back" to cause even some successes to be difficult.
- I might be too optimistic here ,but I assume that there were successful changes besides the ones I know about.
- I think this high rate is as a result of our corporate culture which tends to be stoic and just gets on with it. We don't do a lot to take care of peoples individual needs: people comply or move on.
- I work for client organizations as a consultant. If the changes are still in place 12 months down the road, I consider them successful - at least till that point.
- I work in a support unit at a university. In the last 4 years, my unit has been reorganized personnel wise to varying degrees 4 or 5 times. A number of these reorganizations have been driven by higher level administrators who are no longer here. This year a hiring freeze and financial restructuring are forcing another reorg. Overall our reorg efforts have been 60% successful because we seem to be able to meet our client needs. Internally, we're less successfull
- I would have selected 90 or 95% if it were available. Change is ever present in our organisation in one area or another.
- I'm guessing. I think the organization rolls out a change, and considers it done (check off that item on the list!). If success is in actually achieving the desired results, I don't think the success rate is very high at all.
- It depends on how you define success. If you do not have clearly defined goals for the change, it is difficult to know the percentage of success your organization is having with their changes. That's where my organization is at. As well, there is no organizational concept on change management or systems thinking to look at the interactive parts of the change.
- It depends on your definition of success...

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- Do we still have our contract? Yes
- Is our organization working better? In some areas but other areas are bloated
- Are there major opportunities for change? Definitely
- It is difficult to give a truly credible assessment of success since I think that a change may be initiated and begin to fall apart, get "re-branded" as something different as a way to manipulate perceptions. Other changes are so long that implementation has not yet occurred to the point of measuring success.
- it really depends on how you define success. most major changes that we undergo aren't occurring within a year time frame (not quick enough change = unsuccessful). And the other part of defining why not successful is the long time that it takes for people to stop grumbling and get on board. The change happens and folks aren't staying along side it.
- It's difficult to measure as success is a matter of time and often difficult to declare success until quite some time after the project or change efforts are completed.
- It's hard to define success, as the change initiatives themselves change before achieving predicted results.
- It's hard to gauge success. Information about changes is not freely shared
- It's hard to pick a number because some things take a while to tell if they are successful or not.
- Major change is being driven by large scale IT projects that are at various stages of release.
- Major organizational restructuring of company facilities (closed smaller sites) and complete turnover at 'C' level management has only been in the making for the past 6 months; not enough time to measure results. Company's largest project was 'temporarily' shut down this week due to current economic impact on the organization
- Many changes are still in process. Success is a hard thing to measure partway through an implementation process. Some change initiatives are substantial organizational change -ie. creating a service culture, implementing technology to manage electronic documents.
- Most are not that well defined at detail level. The only measure of success is the taste left in one's mouth.
- Most are still in process, i.e. it is too soon to tell and a % estimate would be inaccurate.
- Most changes were 'completed' but may not have achieved all that they set out to do. Issues were turnover, effect on morale, unexpected costs, and poorly measured outcomes.
- Most of the changes will take more than 12 months to implement and have an effect.
- Much depends on how one defines "successful"
- My department and organization adapts, adjusts and exercise flexibility in the changes that occur. It all depends on what you mean by "major changes". Merger is a major change. Downsizing is a major change. Staff member retiring and not replacing the person in my organization is probably not a major change. Because our organization is flexible, we do very well with most changes.
- Normally well planned
- Not sure if you mean the % of the changes or the % successful - anyway - some were more successful than others.

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- Organizational change, not working
- Rather than making one big change, organization is making smaller changes; changes don't appear strategically linked, and more band-aid than cure
- Really depends sponsor involvement, organizational alignment and change management.
- Recently sold to competitor

## Changes ongoing

- Significant amount of change with some cultural shift still in progress
- Since we cannot hire anyone new, we end up trying to solve problems by moving people around. But the lack of intradepartmental procedures is the real problem, which cannot be solved by a shell game!
- Sometimes the organization launches new initiatives without enough research or prototyping and these are usually the ones that fail. In particular the lack of feedback to prototypes gets in the way - this is true whether the change is internally oriented or externally oriented.
- Somewhat hard to judge since most changes don't have clear outcomes. In addition, its not like change is either successful or not; more typically it is on a continuum. But in either case, intuitively I'd give the above rating.
- Success is a relative thing - to some degree they have all been successful and none have been as successful as i may have hoped; hard to answer this one - 100% had some success and none were 100% successful
- Such a difficult question. I would say that the major change we have been dealing with is this downturn in the economy. While we have not seen our profits soar to pre-recession levels, I feel like the ways in which we have adapted and dealt with the MAJOR change in the market has been effective.
- The company is very large, so it's hard to know this specifically. However, we are still here, so most of the changes are succeeding.
- The reorganizations occurred & were completed rightly enough. Was any expected benefit derived and when compared to the untracked cost (churn, lost productivity, etc)? I doubt it...
- There has been lots of change but little impact on the bottom line and a negative impact on employee satisfaction
- This figure is client based but I would say our consulting firm change practices are successful only about 50 percent of the time as well, which is because the senior team doesn't frequently ask for help.
- This is a guess, of course. What I find is that the success of the change often depends upon the diligence of the people who are implementing
- To be fair, the economic landscape has changed our priorities and some previously-planned changes no longer made sense. However, we frequently seem to begin a change effort only to have it "go away" before completion because the executives don't hold people accountable on follow-through.
- Too early to tell the full impact - have had to transform the way we attract business because much of our work has been in the Finance/Banking sector. These fields have been closing up to Exec and Business coaching.
- Very hard to give a 100% accurate figure on this, as the results of various change initiatives are only realized or are able to be measured a longtime after the actual project is completed.

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Very often this is the problem- i.e. the project is complete to schedule and deadlines, but the true impact is never really measured.

- We attempted to implement the recommendations from a study of our Administration, it was not successful at all.

On the other hand similar changes in the Finance area worked well

- We do implement changes but there is a lot of mortgaging going on so you are never really finished with any one item
- We have been going through a Competitiveness Transformation for about 2 years now. Most changes are in place. The challenge is if they 'stick' for the future as we've handed them off to process owners and management.
- We have had to deal with the Stimulus more than once over the last 12 months and we had to deal with changes in both instances. I think we did a much better job last year with less time to react. This year we were successful but I don't think our outcomes were quite as successful, but successful none the less.
- We implemented a series of "strategies", organizational change initiatives that were supported initially by senior leadership. Now, with the budget crisis, support has dried up...even vocal support. The budget crisis is the 2nd major change and again, we started out well, with good communication and involvement. Those efforts to engage and inform have almost completely dried up.
- We've had two mergers, a major SAP implementation and two reorgs and none of them have been successful...
- We've just (Jan 09) implemented a major change management process as we're updating our technology...so far every step has been successful but it's not nearly complete yet (it's a 3 year process)
- When the business drivers are obvious to everyone, change is usually embraced and managed quite well.

## QUESTION 3

**How does the success rate of major changes at your organization in the last 12 months compare to the success rate of major changes over the last 5 years?**

### OTHER

- Can't really tell
- don't know
- Haven't been with org long enough to know
- I am a change agent. I've no access to metrics to determine how we measure succeed
- i do not know
- I don't know, as I've only been here for a year; can't personally make comparison
- only my second year "€" appears to have been very successful



#### QUESTION 4

**How long does it take your organization to fully implement a major change?**

#### COMMENTS

- A lot depends on how we define "major". Our "culture" program continues over time as does our "Lean" journey. Other changes, like expansions, reorgs, IT implementations, etc. occur much quicker.
- Because we are small and agile and as it is a volunteer association, people are real motivated and dedicated
- depending on the types of change e.g computerization of the whole system, implementing performance management system, relocation of the offices, etc
- Depends on the extent to which any change management efforts were involved, which is almost always -never.
- depends on urgency, dedicated resources, link to strategic goals and compensation.
- Depends upon the type of change being implemented. Small success may be celebrated earlier.
- F9our years ago I left the military adn went independent so this survey is reallly having me take the time and get how I have not used my support system to support me in making changes in my cosulting business, while for 24 years (Navy), I was part of a team and making team decisions regarding change..
- Generally speaking, most happen within a year, but some take much longer. 6 months to 2 years probably fits my company the best.
- I think this change cycle time is too long but in a not-for-profit membership organization the bureaucracy and member contact processes extend the length of implementation time.
- I'm not sure we ever get an organizational change fully implemented before we discover we hadn't really thought it out well and end up changing again. Process is driven by personality, not by measurable outcomes.
- Implement in six months to a year, but not imbedded in the organization.
- It depends -- there are so many different kinds of major change from leadership to structure to technology to RIFs to cost cutting, etc. Some are enacted quickly, but the ramifications of the change are not managed so the effects linger long past the "event" -- true change management is not used.
- It depends on the change
- It depends on the scope of the change
- i've been working here 18 years and haven't seen one yet...
- Less than 6 months for policy and procedure changes. Over 1 year for hardware or system changes.
- Like I stated in a previous question, this major change will take at least 3 years to complete.
- Most "change" lasts longer than the project plan and has more direct attributable costs and more in-direct costs that are not calculated such as salary cost, decreased customer service as staff is pulled away, etc.
- really depends - for example, we're still working on changing the fundamental technology used to product and integrate our news - and that's going on 3+ years. I think part of this is the long time nature of our staff (most are considered "new" until you've been here over 10 years. And we have some employees who have never worked anywhere else in their

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careers. also impacted by having 2 unions in the organization (depending on the change, it must be incorporated into 3 yr contracts.

- Small Enterprise, can turn on a 5 cent piece, so to speak. Mostly concerns changing the head space, a little tricky at times...
- This due to a major merger
- This usually involves the acquisition and integration of another significant company.
- this would obviously vary from change to change and is dependent on size and scope. However, in my experience, most major changes take between 18months and 3years to be fully implemented
- totally depends on the degree of change but in any case it is twice as long as they think
- We are in the processing of trying to address major change management issues
- We are working to move faster, but not quite there yet.

## **QUESTION 5**

**Has your organization experienced rapid major change during this recession?**

### COMMENTS

- Because of the industry, some of the changes were not preceded by the economic climate. They were instigated by the overall competition within the industry
- but we are about to
- but we are bracing for a change. We rely on sales revenue for our budget and sales have been flat in our area.
- Change in top leadership, Cost cutting, RIF, Loss of pay and benefits, Major external efforts to effect some change, Significant negative press, Significant positive press, Political landscape turned upside down, Business model threatened
- Change of CEO, major downsizing and a shifting of priorities that have had major impact on just about every group from front to back.
- cutting costs on nearly all items e.g. telephone, overtime, fringe benefits etc
- Downsizing, loss of Funding sources and recent mergers.
- drop off in revenue and layoffs
- Great influx of customers and changes in programs.
- However, the impetus pre-dated the recession.
- I have only had two major changes since the recession began.
- I wouldn't say "rapid" but definitely "major".
- Implementation of new products and new policy administration system
- Lay off, program closures, salary reductions, 403(b) contributions eliminated, vacation FY carry-over eliminated
- Layoffs.
- major corporate directives are followed.
- Markets closing down, CEOs losing development budget, assignments being cancelled without warning. Individual and team clients stressed, depressed, paycuts, changing to p/t hours, retrenchment.

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- No but change is ongoing one way or another.
- No but we are trying.
- Not in this budget cycle however it is anticipated for the next cycle.
- Not yet, being a Canadian healthcare organization
- Not yet. We will be receiving financial decreases from our funders. Top management and the Board of Directors are in the process of making decisions. These decisions have not been made but will be made soon and announced - will include layoffs of staff and ending some services.
- not yet. We're expecting radical change as soon as the current administration demands.
- Not yet... We are still awaiting the repercussions of the Defense Department's recommended budget and Congress's wrangling.
- Reduction in workforce, reduced services.
- reorganizations and changes in strategy
- RIFs, furloughs, changes in % of retirement contributions, paid holidays becoming unpaid holidays. Furloughing folks means we have to shift/look at different ways of accomplishing work (desktop mixing, jurisdiction, etc.) This will need to be finished/implemented in the next 5 months (projects that have been underway for more than a year without a sense of urgency to them). Ditto on our work from home policies and technology that makes that possible.
- specific to areas
- Sudden downturn in demand and impact on employees
- Supply and demand. No supply of revenue --> reconfiguring the demand. No supply of revenue --> figure out a way to work differently.
- The big change here is that we are "putting the brakes on" spending while keeping the "foot on the gas" on programs that deliver major strategic benefit. It does create stress.
- The defense industry has felt little impact from the recession.
- the most recent acquisition is happening around a reorg. we've assimilated 1600 folks and are laying off at the same time.
- The recession has slowed our change plans
- Three RIFs and potential more to come. Plus lots of restructuring in various divisions (some were planned before the RIFs, some resulted from the RIFs)
- We are being affected in a "downstream" way - our members' institutions (higher education) are feeling the problems of the economy. We believe the very tough times will be felt in fiscal year 2010. Senior leaders at my organization are working hard to plan responses. These have caused us to make some personal and unit changes.
- we are going to have layoffs
- We are implementing a shared services centre located in several locations globally
- We are in the process of expanding libraries with decrease monies for staff and materials.
- We have lost our major \$\$\$ sponsor REPSOL, the Spanish Energy company ... and another - a subsidiary of AIG - is looking shaky
- We were implementing major change as the recession hit. The recession has not caused us to experience major change.
- We were in the midst of major administrative/financial department overhaul and now this is made more complex by financial issues.
- We were lucky to have started a Competitiveness transformation in early 2007, which

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wrapped up in March 2009. While business is down, we have already made the changes we needed to for future growth. It's just delayed a bit with the economy.

- We're a huge , public beauracracy. We just don't change that fast
- would say they have experienced and are experiencing change, but not major change during the recession. I think the recession has highlighted the need to focus on cutting costs and watching operating expenses more than ever(which is a good thing). I feel that the recession is only starting to hit South Africa now, and as a result we will start to see the negative and positive effects of this on our economy and businesses in the coming 8 to 12 months

## QUESTION 6

**How skilled are you at leading or managing these rapid changes?**

### COMMENTS

- All my efforts where thru the backdoor since executive level mgmt didn't need any help.....
- As a believer, I'd like to think 'somewhat'. We had an initaitive a couple ofyears ago where we consciously built in some change managemnt techniques. We were shocked when the rightful owner of the process took it and ran. We were sure he wasn't going to have anything to do with it. I'd like to think we did a thorough job in researchning the problem and proposed solution, kept upper management (read: sponsor) on life support throughout, communicated heavily, involved key players.
- As a whole, with different individuals involved the organization is highly skilled in managing their changes.
- Because I have read your books, articles, etc. Also William Bridges books on transition. Very helpful. Thanks.
- Challenge is that I don't "lead" the changes, but rather support those that do. And many times I am not at the table.
- Comment
- could always improve my skills to manage change more successfully. Being an external consultant, we often have to compete with internal OD consultants whio are often called upon to run change interventions, but many are inexperienced in this field, or have a vested interest in the change and as such are unable to pay an onjective role.This is often a cost issue with clients, and as such I think this will become even more of an issue in th coming months with the recession starting to bite
- Even as a change consultant, I often feel ill equipt to handle some of the changes with my client due to the pace of recent changes.
- experienced, facilitator of multiple changes. However, these rapid changes also unexpectedly included myself- you're never prepared for personal change. easier to teach and faciliate than to experience.
- Getting better
- Have general knowledge and studies about changes, but lack of experience.
- I am a middle manager, so am able to do only so much without the support of senior leadership, especially in tight budget times.
- I am in a middle management position but I am a facilitator and have done a lot of work on change in institutions of higher education - particularly libraries and IT units. Within my own

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organization my facilitation skills are sought after in order to help the organization manage change.

- I am working at introducing Change without migraines. The organization has previously not seen the value of using models to help with change processes.
- I have skills but I do not have any authority. My best bet is to influence change at the grassroots level.
- I'm an internal consultant supporting corporate change initiatives and have had some success influencing the organization to use best practices in change.
- I'm answering this as "the organization" not the person.
- I'm at the very bottom of the food change so my management of change is typically in the area of helping middle managers develop coping strategies.
- Is the question You Yourself or the Collective You? I'd say that We are skilled at various degrees ... some of our leaders and their HR support people are fairly knowledgeable about Change. Others, not so much.
- I've gotten some opportunities to use my "wings" and I've gotten some things done more rapidly with my skill set. I think more opportunities will be presenting themselves. We are seeing some turnover in senior leadership positions due to the economic challenges. The new leadership has a broader understanding of change in organizations.
- Master black belt at Lockheed
- Most of my career has been spent(very happily)working in the change area in organisations, and until recently I would have answered "highly". Now I am starting to doubt my skill a little because of the upheavals we have felt oveb the last year. I seem to be coping rather than being proactive, less inclined to work my network or contact new people. Getting used to a negative response - not a good thing!
- not only myself, but a team of 60, however we've gone outside the company to do the change.
- Personally I have no training in change management however, many folks on our Leadership team do.
- Skilled and trained but powerless.
- some individuals are skilled, but the organization only has pockets that are used to leading change. Ironic in an organization where breaking news and deadlines drive the business - but leading institutional or organziational change is different than rapid response teams to a specific situation or story.
- Somewhat skilled, but not enabled or empowered. Although my role in organizational development was created to help the organization lead and manage through change and engage employees, it is clear the executive leadership do no see change management as a high priority.
- Still so much to learn, but we are a small organization with few layers and all are very interested in change strategies ..they had never hear about them before so I have a willing audience/leadership and management
- There is definitely room to improve the process and learn to be more efficient and get ahead of the game a bit quicker.
- Time will tell, won't it?
- We do a good job of technical change: people change is another matter
- We have individuals in our organization who are highly skilled. I consider myself somewhat skilled.



#### QUESTION 7

**How has the economic recession impacted people's readiness to change at your organization?**

#### COMMENTS

- Actually, most people seem open to changes now. I think some of that is they are just glad to be working and not downsized.
- Although fatigued, those of us who have been around a while are experienced in change. Those we are hiring have change capability as a competency.
- As an office we have been quick to be creative to diversify what we do and how we do it. Management has been understanding in adjusting their expectations and goals so that our office remains motivated in a difficult time.
- As much as I see this as finally raising the stakes to a level where we crystallize what is important and therefore can create necessary change, I have to say that most people are paralyzed either through fear (of loss of jobs, etc.) or believing that a conservative approach is safest and most wise during times like these.
- At this time neutral because no decisions have been made.
- But not without voicing their initial reluctance or its difficulties.
- but unclear whether its the recession or resistance in general - believe fear will encourage compliance, not necessarily commitment
- Change definitely makes people more nervous overall. There are no advancement opportunities plus incomes and retirements are taking hits.
- Change vs unemployment? No-brainer there. Just wait till the job market improves....
- depends upon the impact to any given program area. In the municipal govt sector there are many diverse activities. Changes required for social service are difficult to measure against changes made in infrastructure management. The impact to Corporate initiated activities may have a negative impact as the organization is already over burdened with activities and changes.
- Don't really know this answer
- Everyone feels threatened right now and many have withdrawn into their shells (new verb: turtling). Lots of people are suspect that a change might be the harbinger of more RIFs. Also, the RIFs themselves have been so shocking at our company (we culturally avoid them at all costs), leaving folks just change-weary in general.
- Fear of job loss!!
- I have positioned it as a typical "whitewater" reality and have taught them that whitewater has unique gifts & potential ... we simply have to stay VERY focused on our vision & seek the new but real opportunities that whitewater presents. We have the potential to harness the hydroelectric power that Niagara falls culls - or we can choose to fall over in and be dashed to pieces. We must choose to learn how to harness the power & to surf the threatening waves . I intend not to survive but thrive
- I think that the clear "burning platform" of the economic situation has make it easier for people to see the need for change / the case is easier to make. On the other hand, the pace, number, scale and effects of change are cumulatively almost paralyzing.

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- I'd say slightly positive. Anticipating tight budgets, and hearing that people are burdened by too much change going on, our senior leaders are attempting to prioritize -- 'focus and finish' -- something they are not good at. If they can prioritize and stick to priorities, I believe this will be a good thing.
- Individually, employees are across the spectrum. Since we just finished one change and we have an SAP upgrade coming in July (after a year+ of planning), everyone was experiencing a lot a change already.
- It's opened their minds to the possibility of change
- Many are very afraid of losing their jobs.
- Marked only as neural because we just got oin with it in our own stoic way. Disagreement is not voiced and goes underground so on the surface we have success.
- More urgency, intensity and focus on changing.
- Much the same
- not really, federal government is slow and hard to react quickly to "external" changes
- Not sure... We are struggling between the desire to stay employeed (status quo) and the hope to stay employed through the change
- On top of our major change iniative that was already underway, the recession is havign an impat on teh mood of our oganization and clearly having financial impacts that are out of our control.
- people are a lot more cautious about sticking their head up...
- People are grateful their jobs are safe and are probably more willing to endure major change than consider the alternative.
- People are stressed, so change is more difficult
- People still are asking what's in it for me before they decide to move ahead with the change
- Right now people are still able to feel somewhat secure in the "government employment" and safety of entitlement. They have not yet felt the impact enough to be influenced by the need to change or theurgency to do so.
- scared, frustrated, normally involved and empowered in the organization. resentful that hasn't happened in rapid sequence change- different method of operating and they are not used to this, particularly professional staff members.
- seems to make folks hold onto what they have even more. and see things that are stable as equating to security. the lack of trust and confidence in the leaders' message also makes it hard for them to be willing to "give up" some things and ways of seeing/being. part of that is organization history with our (now departed) leaders. And also a cultural characteristic of skepticism and challenging authority - uncovering the "real" story.
- some fear factor
- Some individuals are ready for the change (and that number keeps increasing) however there are other individuals who are wondering why we're spending so much money on technology at this time when we've also had to do some lay offs because of the recession.
- Some people think we should not make changes that are perceived as costing money - like our SAP implementation
- Some positive signs -- active involvement in cost savings and new income generation, negative signs in fearfulness (programatically) and unwillingness to speak up, for fear of the next round of layoffs.

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- The initial reaction to some initiatives may be quite negative. The mantra, though, is "at least I have a job." We make the changes, because there is no other choice.
- There appears to be more anxiety and more resistance because people are consuming more impacts on personal/professional fronts. It is more difficult to embrace change when you're dealing with very connected (livelihood) changes along with the economic struggle (dropping retirement/investment performance and fear of losing job)
- There are pos and neg bits of this. We have to keep changing to survive, even when times are good, so we are used to reinventing ourselves. This is the first time we have changed things around to keep up where the result has been poor by our standards. We have worked on taking meaning out of the results so far and focusing positively on the future.
- There is a mix - those who understand the need and are moving forward; those who are so afraid they are staying entrenched in the old way and not taking risks.
- There is more of a focus to assure the company survives the economic downturn.
- They are less likely to be vocally against it but there is not evidence that they are more for it.
- They are so worried about other things that any additional change is extremely stressful unless we can show how it will protect their job.
- They don't like it most of the time, but really don't have a choice. We have to all keep moving forward together to be where we need to be when things improve. Most understand this even tho they don't like the uncertainty.
- Too much of a revolving door of change. No credibility with the changes put forth and the teams implementing the change.
- Very positive. It has brought a massive "reality check" to everyone, that the world of Finance and Banking needs to change radically. That all our existing paradigms, and belief systems have been turned on their heads - we need to create new ones for a new world.
- We are split right down the middle. Half would say change is necessary and exciting and the other half would say they are overwhelmed and entrenched in the current way of doing business.
- We went from being an employee-owned company that had made more than a handful of millionaires to being a Fortune 500-owned company with no cost of living increases and no more employee owned stock options. It's been a nightmare regarding people's readiness to change. Many have never worked in the "real world" before, and they're nearing retirement, and they've lost their money, and they're having to conform to a situation they didn't choose. It's painful.
- We're a large publicly-funded institution of higher education, so the economic recession hasn't really impacted us yet - if anything, we've got more students because they can't find work!
- we're a skitish organization, by nature