

Change Management Theories and Models – Haines

Various schools of thought are accepted about the nature of organisational change and how to most effectively achieve and sustain change. Consider the four change management models set out in each of the sample fact sheets.

Haines' Roller Coaster of Change

Stephen Haines brought together the elements of more than 20 change theories to summarise the dynamics of successful change. Haines did not believe in organisational change, instead seeing change as experienced by individuals in various dimensions.

He viewed the effects of poorly managed change of individuals as resulting in reduced productivity, quality and outcomes as the customer becomes of secondary attention and the experience as a roller coaster that leaders needed to manage for themselves before approaching others.

Haines saw individuals as travelling through six stages:

Rollercoaster Stage 1: Smart Start

Senior management plans to get education and to make assessments and plans for the process before the change begins. Haines stressed the need for this activity to be undertaken with precision to maintain staff morale.

Rollercoaster Stage 2: Shock and Denial

Senior management need to be available in person to continuously communicate the change and the reasons for it as employees progress through this phase in their own way and time.

Rollercoaster Stage 3: Anger and Depression

Leaders need to assist individual employees as they respond with uncertainty, anxiety and resistance by, in person, listening, asking questions, empathising and then providing information. Directly hearing the leader's rationale is emphasised as key.

Rollercoaster Stage 4: Hang in and persevere

Haines refers to the risk of leaders becoming fatigued and uncomfortable and urges for perseverance.

Rollercoaster Stage 5: Hope and Readjustment

Haines suggests the primary task of leaders here is to assist employees to clarify their new role and required expectations for their performance and then identify the benefits for them to achieve the new state. Leadership is seen as critical to ensure the participative involvement of employees in the 'how to'; and 'what' of change.

Rollercoaster Stage 6: Rebuilding and Productivity

Consolidating change and stabilising the situation are seen as key to restoring productivity. Haines suggests that at this point the focus for attention moves from employees to supporting them to address the service vision and values. Sustaining the change while continuing to build and amend the change is the challenge. These amendments continue as quality improvement.