

LEADING CHANGE

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Challenges

- Fail to Prepare for Change
 - Pray about problem
 - Analyse problem
 - Discover a solution
 - Sell the solution to people who do not even know there is a problem
- Pastors expect congregations to change so they don't need to



Change Process

Lyle Schaller *The Change Agent*

- Discontent with the Status Quo
- Initiating group
- Supporting group
- Implementation
- Freezing the change
- Counter-strategy



1. Change Process

Lyle Schaller, *The Change Agent*

- Create discontent with the status quo
 - Response to a bad decision
 - Deliberately cause a malfunction
 - Vision & example of good practice
 - Self-identified discrepancy



2. Change Process

Lyle Schaller, *The Change Agent*

- Initiating group
 - Problem defined more sharply
 - Driving & restraining forces
 - Tentative strategies
 - Price tags
 - Motivation - self awareness
 - Method to stabilise change
 - Re-entry problem



3. Change Process

Lyle Schaller, *The Change Agent*

- Supporting group
 - Numbers
 - Capacity to legitimise change
 - Loyalty - especially where conflict of loyalty
 - Skill/dedication to implement change
 - Coalition
 - Revise initiating group's analysis and proposed strategies to own them



3. Change Process (cont'd)

Lyle Schaller, *The Change Agent*

- Self-awareness
 - Interested in dramatizing the issue
OR Making change
 - Committed to own ideas implemented
OR Helping to achieve change
 - High Visibility as Agent of Change
OR Willing & able to submerge own role



4. Change Process

Lyle Schaller, *The Change Agent*

- Implementation
 - Skills for implementing the change
 - Personnel resources
 - Goodwill
 - Loyalty



5. Change Process

Lyle Schaller, *The Change Agent*

- Freezing Change
 - What forces need to be restrained on one side?
 - What forces need to be stabilised on other side?



6. Change Process

Lyle Schaller, *The Change Agent*

- Counter Strategy
 - Lag between emergence of resistance and formulation of counter strategy
 - Legal attack: attempt to legislate the change or counter-change
 - Personal attack: motivation, reliability or credentials of change advocates



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