

The Case for Strategic Participation: How Facilitated Engagement Can Be Shown to Reduce Resistance and Improve Outcomes Through the Use of Strategic Models

Authors : Tony Mann

Abstract : This paper sets out the case for involving and engaging employees/workers/stakeholders/staff in any significant change that is being considered by the senior executives of the organization. It establishes the rationale, the approach, the methodology of engagement and the benefits of a participative approach. It challenges the new norm of imposing change for fear of resistance and instead suggests that involving people has better outcomes and a longer-lasting impact. Various strategic models are introduced and illustrated to explain how the process can be most effective. The paper highlights one model in particular (the Process Iceberg® Organizational Change model) that has proven to be instrumental in developing effective change. Its use is demonstrated in its various forms and explains why so much change fails to address the key elements and how we can be more productive in managing change. 'Participation' in change is too often seen as negative, expensive and unwieldy. The paper aims to show that another model: $UIA=O+E$, can offset the difficulties and, in fact, produce much more positive and effective change.

Keywords : facilitation, stakeholders, buy-in, digital workshops

Conference Title : ICCMMPP 2023 : International Conference on Change Management Models, Practices and Processes

Conference Location : London, United Kingdom

Conference Dates : August 17-18, 2023