

Managing Change While Creating Change: A Nonprofit Perspective

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INTRODUCTION

The pace of change and growth in the nonprofit sector has increased exponentially. While countless tools and literature on change management exist, it is estimated that 70% of change initiatives still manage to fail.

This project explores the unique nature of nonprofit organizations and the ability of current change management models to adequately address the sectors needs.

METHODS

A survey and review of literature combined with experience and knowledge derived from my career with nonprofit organizations.

LITERATURE CITED

Mitchell, Terence R. "Understanding People at Work: Individual Differences and Perception." *People in Organizations: An Introduction to Organizational Behavior*.

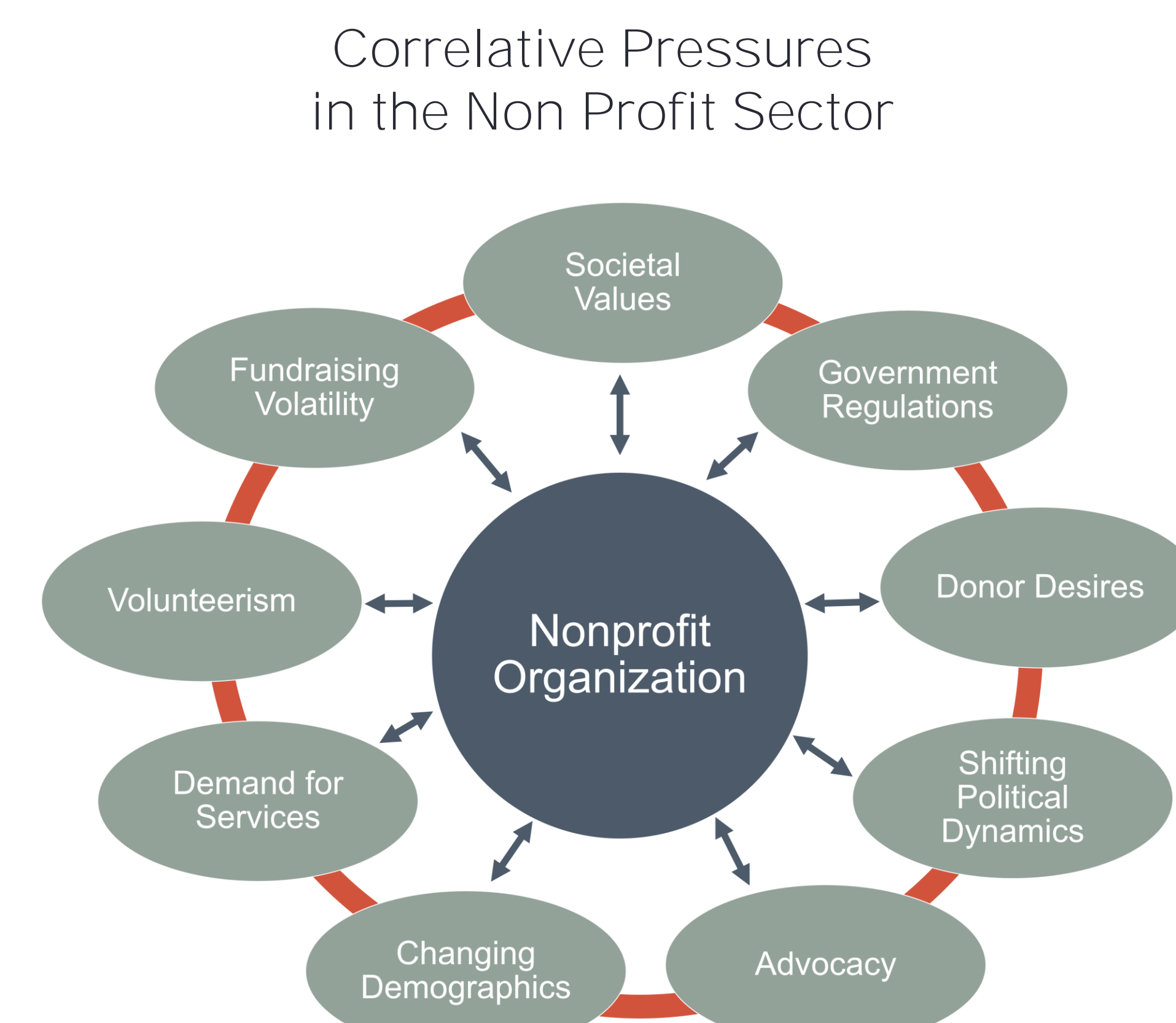
Hitt, Michael A., C. Chet. Miller, and Adrienne Colella. *Organizational Behavior: A Strategic Approach*.

Dent, Eric B., and Susan G. Goldberg. "Challenging 'Resistance to Change'" *The Journal of Applied Behavioral Science*

ACKNOWLEDGEMENTS

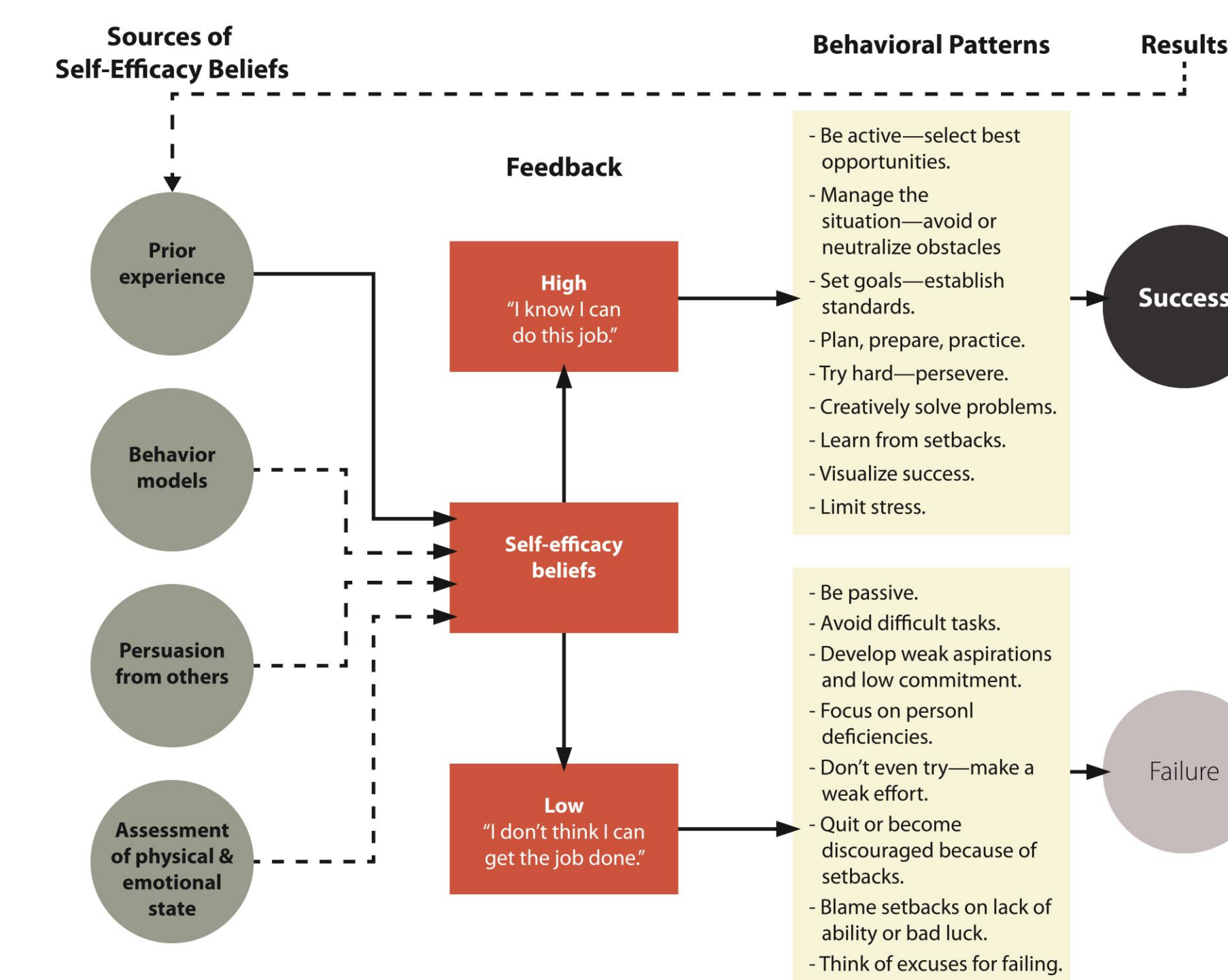
I am deeply grateful for the unending support and patience of my family, friends, and colleagues; the HDO professors and faculty members for contributing to my personal and professional growth; my HDO cohort for being exactly who they are; and my partner for his unwavering belief in me.

RESULTS



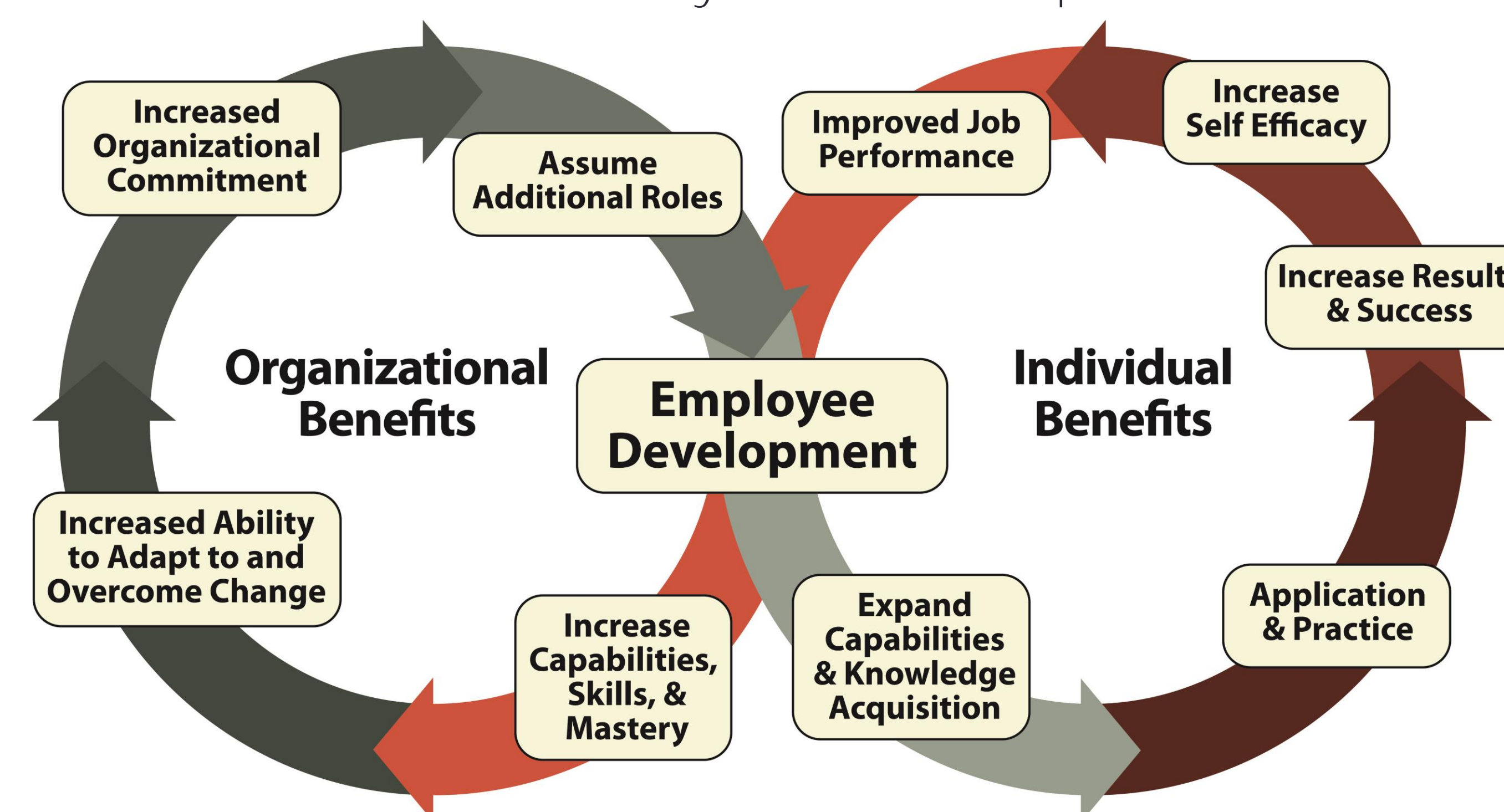
Adapted from: Hitt, Michael A., C. Chet. Miller, and Adrienne Colella. *Organizational Behavior: A Strategic Approach*.

Understanding Resistance: Self Efficacy Model



Source: Mitchell, Terence R. "Understanding People at Work: Individual Differences and Perception." *People in Organizations: An Introduction to Organizational Behavior*

Employee Development : A Mutually Beneficial Loop



CONCLUSION

In order to remain competitive and succeed in the current nonprofit landscape, it is critical for organizations to:

Shift Perceptions of Change

Like all organizations, nonprofits must adapt to the changing needs and pressures of their internal and external environments. The unique aspect of the nonprofit sector is it's fundamental nature and essence of creating social change; at their core they are established to be change agents. This is a distinct characteristic of the nonprofit sector that creates an additional level of complexity when attempting to address change.

Understand Resistance

Though cited as the most common explanation for change failure, individuals are not resisting the change itself. It is the unknown nature of what the change brings that creates unease. This uneasiness commonly occurs as the result of the individual's level of self efficacy – the belief in their ability or inability to achieve the change.

Changing Change Management
Employees are an organization's competitive advantage. Nonprofit organizations that thoughtfully and strategically invest in the development of their employees are better positioned to address the continuous and changing nature of change.