

From Managing Change to Mastering It Building Change Resourcefulness

ALAN DUNCAN
The Unconventional Advantage

Business is in a constant state of change

Many still treat change “management” as an event driven project task, primarily a communication cycle, persuading individuals about the business need and value of a particular change - rather than developing change readiness as a core individual skill.

We also hear that much of what we've been doing in change management before hasn't delivered the results we'd hoped for, or it's been a bigger and more difficult undertaking than we'd anticipated. We expect the inevitable journey from concern through resistance towards acceptance.

What's clear is that the current approach isn't enough for today's turbulent and fast-moving business environment.

Leading businesses know they need to do “change” differently

They need to look at the process in a more sophisticated way than managing a series of discrete project-based communication cycles. These leading businesses know they need to be agile and resilient. And agile organisations need **resourceful** people (supported by flexible processes & systems). They shift the capability and ownership for success from leaders to individuals by building Belief through Action and alignment of Purposes. They create **change ready organisations**, with resourceful people who are equipped to thrive through change.

If you've led any sort of transformation you know that you'll start with a mix of:

- Detractors who resist and criticise
- Followers who do as they're asked
- Stars who help to make it happen

Traditional change leadership assumes a normal distribution. Traditional advice is to communicate well enough that you skew right: turning Detractors into Followers and Followers into Stars.

Business is a *constant* state of change

The actual people-picture is more complex. Change is more than project managing a one-off comms cycle. It's more than just 'getting people to come along on the journey'. Effective change is about developing the capacity of each individual to own the change 'as if it were my own idea.' That means building individual ownership, through belief, through action and alignment of purpose.

And *that* requires people who:

- Find a way to believe in the change and believe in their own capability to contribute.
- Care about change *personally* as well as professionally, because it connects with what matters to them
- Understand that becoming resourceful in the face of change is a core business and personal skill

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Our Change Readiness organisational maturity model describes 4 stages of maturity.

- Stage 1: Change Reluctant – unwilling or unprepared to engage in change
- Stage 2: Change Responsive – willing to be led through change
- Stage 3: Change Resilient – problem solving and constructive feedback
- Stage 4: Change Resourceful – innovation, collaboration and risk taking

		1 Change Reluctant	2 Change Responsive	3 Change Resilient	4 Change Resourceful
Feels like		Change is resisted	Change is accepted	Change is owned	Change is co-created
What you see/ hear		Can't / won't	Can / will be led	Invested / will lead	Founder mentality / Co-creating
Individuals	Belief	Anxiety	Acceptance	Alliance	Amplification
	Action	Inhibiting	Instruction-led	Initiative - led	Generative
Individuals & Organisation	Purposes	Unknown	Diverse	Differentiated	Harmonised
	Focus	Survive	Engage	Thrive	Grow

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Traditional models might get you to here

Most traditional change management models will only get you to stage 2, where it's likely you will be stuck in a perpetual need to convince people of the need and value of each new change event.

Organisations who can build change resilience or change resourcefulness become agile, where individuals and teams thrive in a constantly changing business. And agile businesses significantly outpace their competitors.

Where are you?

Can you identify the individuals in your own team who find themselves in each maturity space?

- Change Reluctant?
- Change Responsive?
- Change Resilient?
- Change Resourceful?

Please contact me if you'd like more information on how I help businesses deliver lasting change, more effectively using this fresh and unconventional approach.