User’s Issues Arising From EDRMS Implementation:
A Psychological Perspective

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Topics
• Organisational Change
• Environmental Change
• Job Change
• Stress
• Training

Organisational Change
Myths and Paradoxes
True or False
• People have a natural resistance to change
• People get bored with routine and seek out new experiences
• Better the devil you know (if it ain’t broke, don’t fix it)
• Develop or Demise
• Older people are more resistant to change
• An experienced mind is an open one
All True????

Technology and Change
(Huczynski & Buchanan 2001)
Strategic Choices

Forces for Change
(Greenberg and Baron 1993)

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<th>Internal Change</th>
<th>Planned Change</th>
<th>Unplanned Change</th>
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<td>Admin Systems</td>
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<td>Employee Demographics</td>
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| External Change       |                |                  |
| Intro of New Technologies |            | Govt. Regulations |
| Advances in Communication |              | Economic Competition |
Forces Against Change 1
Organisational Barriers
(Based on Katz and Kahn 1978)
• Structural Inertia (Hierarchy/ Bureaucracy)
• Work Group Inertia
• Threats to existing balance of power
• Previous Unsuccessful Change Efforts
• Support of Management

Forces Against Change 2
Individual Barriers
(Nadler 1987)
• Economic Security
• Fear of the unknown
• Threats to Social Relationships
• Habit
• Failure to recognise need for change

Targets of Change
• Organisational Structure
  – Alter structure to respond to change
• Technology
  – Technological improvements leading to efficiency
• People
  – Change the way users behave

Changes In People 1
(Lewin 1951)
Unfreezing  Changing  Refreezing

Changes In People 2
(Moore & Gergen 1988)
4 Stage Model
1. Shock
2. Defensive Retreat
3. Acknowledgement
4. Adaptation and Change
Overcoming Resistance  
(Kotter & Schlesinger 1979)  
6 Methods  
1. Education and Commitment  
2. Participation and involvement  
3. Facilitation and support  
4. Negotiation and agreement  
5. Manipulation and co-optation  
6. Implicit and explicit coercion

Roles in Organisational Development  
• Change Agent  
  – Diagnose, classifying, identifying  
• Client  
  – Recipient of change effort  
  – Individual, group, organisation  
• Intervention  
  – What is done on behalf of the client  
  – Activities to improve organisation

Organisational Development Model for Change  
(Senior 1997)

Person/ Job Fit  
• Person – Job  
• Person – Environment  
  – Intro/ extroverts  
  – Low/ High certainty jobs  
• Caplan 1983  
  – Needs (achievement/ values)  
  – Environment (supplies and opportunities)

Job, Change, Stress  

Stress 2  

Performance  
Arousal
Stress 3
Personality Moderators
• Locus of Control
• Self Efficacy
• Hardy Personality (Mental Toughness)
  – Challenge
  – Commitment
  – Control
  – Confidence

Stress 4
HSE Management Standards
• Job Demands
• Control
• Support
• Relationship
• Role
• Change

Legislation
• Health and Safety at Work Act 1974
• Management of Health and Safety at Work Regulations 1999

Training 1
• Goal Setting
• Reinforcement
• Feedback
• Modelling
• Distributed Practice
• Whole versus part
• Transfer of learning
  – Fidelity
• Coaching and Mentoring

Training 2
The Learning Curve
• Extrinsic versus intrinsic feedback
• Primary versus secondary
• Augmented versus summary
• Specific versus general

Training 3
Learning Styles
(Honey & Mumford 1982)
1. Activists
2. Reflectors
3. Theorists
4. Pragmatists
Conclusion

- EDRMS implementation does have wide reaching implications
- Effective change management can reduce resistance to EDRMS implementation
- A degree of aftercare is needed to
  - Ensure that users are equipped to use the new system, so as to
  - Ensure that EDRMS is EFFECTIVE