

## ABSTRACT SUBMISSION AIC 2016: #29

### Abstract

**1. Title:**

Cognitive and emotional triggers of behavioural change and successful implementation

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**4. Abstract text:**

**a. Background and aims**

There is limited research exploring individual, and especially psychological and emotional factors assisting employees move from emotional states of resistance to acceptance of change. This study addresses this gap.

**b. Methods**

Nine change managers and nine change participants working in three aged care organisations, across four states of Australia (Queensland, Victoria, Tasmania, South Australia) were interviewed. Interviews explored behavioural triggers for changed behaviour. Data coding involved five investigators using interpretive convergence (Saldana 2016) from which themes were developed using the process of constant comparison

**c. Results**

The nine change managers recruited had a minimum of 8 years' change management experience (Range 8-25 years). The first round of open coding resulted in 100 individual codes across 19 transcripts. Three main themes were identified as being crucial when rolling out a successful intervention to employees:

1. Social support: Assisting employees react and adjust to change more positively in the workplace.
2. Effective communication: Providing the right information at the right time to employees and ensuring the information provided is of sufficient quality to provide employees with a sense of control about the upcoming changes.
3. Personal attributes: individuals need to have certain attributes to be successful change agents, and therefore be more likely to make change.