

Level of change	Depth of change		
	Behaviour	Structure	Context
Organisational level	<p>Poor morale, corrosive rather than creative tension, conspiracy theories abound, lack of market scanning or response to market demands.</p> <p>Options: Survey feedback, benchmarking</p>	<p>Wrong goals; Wrong or misunderstood strategy; Wrong structure for purpose; Lack of external monitoring mechanisms.</p> <p>Options: Change structure</p>	<p>Wrong place: Wrong market; Wrong people; Wrong technology; Wrong time.</p> <p>Options: Change strategy, location, physical set-up; change culture, take the money and run!</p>
Inter-group level	<p>Poor co-operation between groups, unhealthy conflict, focusing on own priorities, unresolved feelings.</p> <p>Options: Inter-group confrontation, role clarification and negotiation</p>	<p>Silo based approaches to projects, interactions difficult.</p> <p>Options: Redefine responsibilities, change reporting relationships, use boundary crossers</p>	<p>Different sub-unit values, lifestyle, physical distance.</p> <p>Options: Reduce mental and physical distance, job swaps, improve social interaction</p>
Group level	<p>Poor working relationships, climate, participation, lack of goal focus and commitment, inappropriate leadership style.</p> <p>Options: Process consultation, team development</p>	<p>Poor task and role definitions, leader's role overloaded.</p> <p>Options: Redesign work or jobs, autonomous team working</p>	<p>Poor group composition inadequate environment and resources, personality clashes.</p> <p>Options: Change technology, layout, group composition</p>
Individual level	<p>Poor fit of individual with goals, poor response to change, no learning and development opportunities.</p> <p>Options: Coaching and career counselling, role analysis, career development strategies</p>	<p>Poor job definition, tasks too easy or too difficult.</p> <p>Options: Job redesign, management by objectives</p>	<p>Poor match of individual and job, poor selection or promotion. Inadequate training, mismatch between rewards and objectives.</p> <p>Options: Change the "raw materials" and how you choose them, improve training and education, align "carrots, sticks, glue and oil" with expected outcomes</p>