



## COPING WITH CHANGE

*Aligning the HR strategy to the business strategy*

*What is it that allows some people to adjust to change better than others? The answer is a fairly complex concept involving three components which are: cognitive flexibility, emotional flexibility, and personality flexibility, and very adaptable people will rate high in all three areas.*

Individuals who have **cognitive flexibility** are able to think divergently around a problem embrace new ideas relatively easily and recognise when existing approaches can be improved or discarded.

Individuals with **emotional flexibility** tend to be more comfortable with the process of transition, including the inevitable complaining and resistance displayed by some colleagues. Adapting to change requires give and take between those experiencing the change, and an individual with emotional flexibility is not dismissive of others' concerns or emotions, and they will tend not to shut down discussion but be prepared to address any negative emotions being expressed.

Individuals who display **personality flexibility** operate from a position of optimism which is grounded in realism and openness. They will acknowledge an underperforming situation and simultaneously visualise a better future. They are neither blindly positive nor are they pessimistic and defeatist. Ambiguity is well tolerated and dispositionally flexible leaders will tend to see change as an opportunity rather than as a threat or danger.