

INTENT

noun the state of mind with which an action is performed comes from the Latin word *intentus* meaning attentive, waiting or eager.

ACCEPT AND UNDERSTAND
PEOPLE AS THEY ARE,
while believing in their inherent
capability to be a part of the solution,
and *not* the problem to be solved.



5i METHOD



INTENT: What Does the Research Say?

1. **Focusing on people enhances organisational commitment.**
Research shows that the levels of support people believe they receive from their organisation both indirectly and directly impacts the effectiveness of change processes (e.g. Iverson, 1996).
2. **Focusing on people drives proactive actions.**
Research shows that when people feel supported by their organisation, they also feel more committed. Moreover, when people feel they have positive exchanges with their leader, (leader–member exchange), they are more likely to choose to engage in more constructive and proactive actions in their role and on behalf of the organisation (i.e., positive citizenship behaviours; Kraatz & Rousseau, 1994).
3. **Focusing on people enables change.**
Research shows that change readiness is linked to employee’s beliefs, attitudes and intentions (e.g. Armenakis et al., 1993).

Common Mistakes #INTENT

Too often organisations set out with the intent of introducing a new system or process to overcome people issues. This results in ineffective change initiatives which fail to take into account the psychology of people and change. To overcome this your people need to be seen as a resource to be harnessed, rather than as a problem to fix.