



**SEED**

SCHOOL FOR  
EXECUTIVE EDUCATION  
AND DEVELOPMENT

# 'MUSICA' – Managerial Toolbox To Address Change Fatigue

© 2024 • SEED EXECUTIVE SCHOOL

DR. LÁSZLÓ ESZES



EXECUTIVE  
INSIGHTS

Change fatigue is defined as “the physical and emotional exhaustion that individuals experience when they are subjected to continuous and rapid changes, especially in a workplace or organizational context”.

Change fatigue can happen to all of us in today’s continuously changing, uncertain environment and organizations often make it worse with frequent shifts in policies, procedures, leadership, technology, or organizational structure, leading to a sense of being overwhelmed and drained.

Key symptoms of change fatigue include exhaustion, decreased productivity, increased resistance or apathy for further change, increased stress,

growing cynicism towards management and their initiatives, and even burnout.

So, what can we do to address change fatigue? The MUSICA model gives a comprehensive, yet practical framework of the 3x2 = 6 conditions that support people in engaging with change and the related managerial actions and tools:

**Motivation**, which has an

- emotional (**MOVING** purpose, goals, and process) and a
- rational (**UNDERSTAND** goals, plans, and impact) component.

**Ownership for the change**, which is based on two factors:

- having the **SKILLS** and **MINDSET** needed for the change and
- being **INVOLVED** in creating and shaping the change.

**Supportive environment**, which means

- the **CULTURAL-SOCIAL ENVIRONMENT**’s support and
- an **ALIGNED OPERATING ENVIRONMENT** (systems, processes, infrastructure)

**MUSICA** is the acronym of the initials of the 6 conditions.

