Managing Change:
A Framework for Success
Session Objectives

- Explore the components of effective change management
- Accept that change is an event and transition is a process
- Explore the Change Cycle, characteristics of each stage and what people need to manage their transitions
- Discover strategies to enable change as a leader

It is not the strongest of the species that survive, nor the most intelligent, but the one most responsive to change. ~Author unknown, commonly misattributed to Charles Darwin
Warm-Up Partner Activity

- Change is like . . .
  - Describe change as an animal, season, movie, body of water, or type of food
Change Management Challenges

Small Group Activity:
Consider a recent change initiative that didn’t go very well or failed and respond to these questions:

1. In hindsight, why did the change experience negative or unsuccessful outcomes?

2. What should be done differently with a new and upcoming change initiative similar to this one?
Barriers to Implementing Change

- Resistance to Change
- Limitations of Existing Systems
- Lack of Executive Commitment
- Lack of Executive Champion
- Unrealistic Expectations
- Lack of Cross-Functional Team
- Inadequate Team and User Skills
- Technology Users Not Involved
- Project Charter Too Narrow

Source: Information Week, June 20, 1994
Elements of Change

The more you know about the change process, the more likely you will be successful in implementing change initiatives.

It must be considered that there is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle than to initiate a new order of things.

Machiavelli 1446-1507, Italian statesman and philosopher
Forces for Change at Work...

“Knowledge economy”

Leadership changes

New teams

Technology

“Information Superhighway”

Budget constraints

Process improvements

... are transforming our world
Two Sides of Change

When we are no longer able to change a situation, we are challenged to change ourselves. ~Victor Frankl
Principles of Change

1. Change is a constant—nothing ever stays the same
2. Change is natural and neutral—change is neither good or bad
3. The brain reacts to change the same way—it creates “schema” (plan, diagram, outline or organize based on association)
4. Change is a process that can be enabled, not managed
5. Behavioral change is a function of perceived need and occurs at the emotional, not the intellectual level
6. Resistance to change is a predictable reaction to an emotional process and depends on a person’s perception of a change situation
Resistance to Change

Individual Resistance
* Perception
* Personality
* Habit
* Threats to power and influence
* Fear of the unknown
* Economic reasons

Organizational Resistance
* Organization design
* Organizational culture
* Resource limitations
* Fixed investments
* Interorganizational agreements

Resistance to Change
Predictable Responses to Change

- Fear
- Anger
- Acceptance
- Exploration
- Commitment
- Depression
- Resistance
- Denial

Source: Scott & Jaffee
Courtesy of FGT Consultants
Montreal, Canada
Force Field Analysis Model

Restraining Forces for Change

Current Situation

Driving Forces for Change
Successful Changers Believe

- They have a clear picture of how the change will look
- That change is normal and a necessary part of life
- Change will bring out the best in them
- They can handle whatever comes along
- They must take responsibility for what has happened, what is happening, and how they feel

Realize that the journey to the center takes place within your own mind.
Matthew Flickstein, Journey to the Center
• ...an awareness of how the change will affect others...
The Utilization States: Stages 1 & 2

Stage 1 – Loss to Safety
In Stage 1 you admit to yourself that regardless of whether or not you perceive the change to be good or 'bad' there will be a sense of loss of what "was."

Stage 2 – Doubt to Reality
In this stage, you doubt the facts, doubt your doubts and struggle to find information about the change that you believe is valid. Resentment, skepticism and blame cloud your thinking.
The Assimilation States: Stages 3 & 4

**Stage 3 – Discomfort to Motivation**
You will recognize Stage 3 by the discomfort it brings. The change and all it means has now become clear and starts to settle in. Frustration and lethargy rule until possibility takes over.

**The Danger Zone**
The Danger Zone represents the pivotal place where you make the choice either to move on to Stage 4 and discover the possibilities the change has presented or to choose fear and return to Stage 1.

**Stage 4 – Discovery to Perspective**
Stage 4 represents the "light at the end of the tunnel." Perspective, anticipation, and a willingness to make decisions give a new sense of control and hope. You are optimistic about a good outcome because you have choices.
Stage 5 - Understanding
In Stage 5, you understand the change and are more confident, think pragmatically, and your behavior is much more productive. Good thing.

Stage 6 - Integration
By this time, you have regained your ability and willingness to be flexible. You have insight into the ramifications, consequences and rewards of the change -- past, present, and future.
Stage 1: Loss—The Change Against Me

Emotional Profile: Fear

- Primary Focus: Protection
- Emotions: Fear, sadness, distrust, paranoia
- Motivated by: Pain, discomfort
- Overuses: “What about me?”
- Responds to others by:
  - Putting up walls
  - Denying change exists
- Responds to environment by:
  - Doing everything the same as always
  - Being less flexible to stay in control
- Language patterns:
  - “What did I do to deserve this?”
  - “I don’t know who to trust.”

Stage 1 Need: Safety

- Sense of safety must be reestablished
- Utilization stage—”utilizing experiences”
- Reduce the “fear of the unknown”
- Paralysis creates flee, fight, frozen
- Skill 1: Clearly define the change
  - Describe the change in 3 sentences or less
  - What must you must adapt to?
  - List positive and negative outcomes
- Skill 2: Establish desired outcomes
  - What does it looks like if the change turns out well
  - How will you know when the outcome is here?
Stage 2: Doubt—Me Against the Change

Emotional Profile: Resistance
- Primary Focus: Being right
- Emotions: Resistance, anger, bitterness,
- Motivated by: Negative energy
- Overuses: Blaming self or others
- Responds to others by:
  - Rallying others to their “side”
  - Displaying pessimistic attitude
- Responds to environment by:
  - Creating unrest and upheaval
  - Taking everything personally
- Language patterns:
  - “I refuse to have someone run my life!”
  - “I don’t like being forced into things.”

Stage 2 Need: Information
- Primary force: “being right,” primary behavior: blame
- Utilization stage—”utilizing information”
- Skill 1: Reframe the change
  - Reframe the context, content and meaning of the experience
- Skill 2: Remember Law of Cause & Effect
  - Take responsibility for your behavior
- Skill 3: Gather information
  - What information is missing?
  - Who else can give you what you need to know?
Small Group Activity:

How can you help people who are in one of the Utilization Stages to transition to the next stage?

1. How can you support people in Stage 1—The Change Against Me?

2. How can you support people in Stage 2—Me Against the Change?
Stage 3: Discomfort—The Change and Me

**Emotional Profile: Anxiety**

- Primary Focus: The “problem”
- Emotions: Anxiety, confusion, overwhelm
- Motivated by: Impatience
- Overuses: Confusion
- Responds to others by:
  - Feeling sorry for him/herself
  - Talking in “circles” about the change
- Responds to environment by:
  - Missing deadlines
  - Putting things off, easily distracted
- Language patterns:
  - “This is too much to deal with at once.”
  - “I don’t have time to deal with this.”

**Stage 3 Need: Motivation**

- Worrying about what might happen
- Assimilation stage—”losing what was and dealing with what is”
- Reduce uncertainty about the future
- Anxiety creates stress and body tension
- Skill 1: Take mental action
  - Get it out of your head and onto paper
  - Prioritize what needs to be done
- Skill 2: Create mental distraction
  - Try out ways and new things
- Skill 3: Commit to physical action
  - Take mental & physical time-outs
  - Replenish & nourish your body
The Danger Zone

Dangers

1. Overwhelming Urge to Give Up
2. Picturing Yourself as Useless or Hopeless
3. Believing You Can Cover Up the Pain
4. Believing You Are Working Hard for Nothing

5 Steps to Avoid the Danger Zone

1. Give time, money, energy and caring to someone less fortunate than you
2. Increase physical activity
3. Stay committed and do “whatever it takes” to get to stage 4
4. Find a change partner who is encouraging and supportive in moving forward
5. Master the skill of creating “reframes”:
   - What’s another way of looking at this?
   - What are others’ perspectives on how things are going?
Stage 4: Discovery—Me Becoming the Change

Emotional Profile: Anticipation

- Primary Focus: Hope, belief in possibilities
- Emotions: Anticipation, excitement
- Motivated by: Creativity, input, solutions
- Overuses: Enthusiasm
- Responds to others by:
  - Open to suggestions, ideas, teams
  - Seeking more social interaction
- Responds to environment by:
  - Seeing new opportunities
  - Cleaning up or altering personal space
- Language patterns:
  - “Now I understand better than I did before.”
  - “I feel excited about the possibilities.”

Stage 4 Need: Integration

- Still issues that must be addressed
- Assimilation stage—integrating info
- Reduce uncertainty about the future
- Mask of enthusiasm may hinder results
- Skill 1: Never say, “No” to an idea
  - Approach everything with no limitations
- Skill 2: Understand & practice perspective
  - See all sides of the situation
- Skill 3: Identify and use your strengths
  - Contribute your strengths
- Skill 4: Be willing to take risks
  - Put one foot in front of the other
  - Avoid saying, “No” to ideas
Stage 5: …The Change Becoming Me

Emotional Profile: Pride

- Primary Focus: Benefits to self and others
- Emotions: Pride, happiness, pleasure
- Motivated by: Recognition, new experience, rewards of results
- Overuses: Pride
- Responds to others by:
  - Helpful and supportive attitude
  - Exhibiting comfort with teamwork
- Responds to environment by:
  - Seeing benefits to change
  - May over-promise and under-deliver
- Language patterns:
  - “I can’t believe how much I’ve gotten done.”
  - “It’s hard to believe I resisted the change.”

Stage 5 Need: Benefits

- Wants to see the rewards of the change
- Benefits stage—sense of accomplishment
- Build on self-esteem about making it here
- Over-enthusiasm may not be realistic
- Skill 1: Deliberately identify the benefits
  - Clearly list the benefits for you and others
- Skill 2: Give credit where credit is due
  - Remember those that helped you get here
  - Show gratitude for those who supported you
- Skill 3: Celebrate your progress
  - Anchor the change experience by celebrating accomplishments
  - Write down lessons learned
Stage 6: Integration—I Am the Change

Emotional Profile: Confidence

- Primary Focus: Renewed stability
- Emotions: Satisfaction, comfort
- Motivated by: Success, trust, recognition
- Overuses: Arrogance, control
- Responds to others by:
  - Being available as a mentor and coach
  - Empowering individuals and teams
- Responds to environment by:
  - Seeing the “big picture,” having vision
  - Seeking more responsibility, competence
- Language patterns:
  - “I want to share what I’ve learned.”
  - “I want to continue my personal growth.”

Stage 6 Need: Stability

- Critical to lock in the change—to normalize
- Resources stage—leverage resources
- Desires relaxation and peacefulness
- Skill 1: Seek new knowledge
  - Keep learning and growing by setting personal and professional goals
- Skill 2: Define leadership potential
  - Consider how you could help others
- Skill 3: Find and be a mentor
  - Look for someone more successful in areas important to you
  - Support someone else who is struggling with the change
Change Management

What is it?

– Change Management is the task of supporting people through a change effort - from where they are through successful adoption of the desired new behaviors.

They must often change, who would be constant in happiness or wisdom. ~Confucius
Qualities of Effective Change Leaders

Small Group Activity:
List the qualities or characteristics of leaders who implement change initiatives successfully.
Accelerated Change Process

**Leading Change**

Have engaged leadership who sponsor the change and assemble the right team of people to make it happen.

**Building a Shared Need**

Create and broadly communicate a compelling reason for change that is sufficient to overcome the resistance to the change.

**Creating a Vision**

Clearly articulate and broadly communicate the desired outcome for the change that is reasonable and legitimate.

**Mobilizing Commitment**

Secure an understanding and strong commitment from key stakeholders to invest in the change and make it work.

**Changing Systems/ Structures**

Align structures, processes, management practices, reward systems and training to complement and reinforce the change.

**Monitoring Progress**

Measure and monitor progress to ensure accountability and celebrate successes.
Key Elements of a Change Management Plan

- Vision
- Organizational Support Analysis
- Stakeholders Analysis & Influence Strategy
- Change Management Issues
- Change Mgt Strategy
- Change Management Plan

- Communications
- Training
- Feedback Forums
- Performance Recognition
- Other
- Metrics for Change Adoption
4 Steps for Implementing an Effective Change Management Plan

1. Develop a Change Management Team
2. Create a Vision of Change
3. Mobilize Commitment
4. Monitor Progress and Sustain Momentum
Step 1. Develop a Change Management Team

Change Management Team Responsibilities

- Identify Change Management Roles
- Create and Implement Change Management Plan
- Influence Key Stakeholders
Roles in Organizational Change

**Change Sponsor**
This is an individual or leadership group with the power to determine that a change will occur.

**Change Agents**
These are individuals or groups responsible for seeing that a previously determined change occurs.

**Change Targets**
These are individuals or groups who are asked to change something (knowledge, skills, or behavior) as a result of the change.
Step 2. Create a Vision of Change

Construct the Envisioned Future

Paint a Compelling Reason for Change

Implement a Communication Plan
Create and Communicate a Vision

Why it’s important?

- Visions paint the compelling reason for change; effectively engaging the “head” and the “heart” and answer the question, “why change?”
- A vision provides direction and motivation for change.

What’s needed to be successful?

- Keep the vision simple – eliminate all jargon and admin speak.
- Use metaphors, analogies, and examples – verbal pictures are very powerful.
- Use Multiple forums – big and small meetings, memos and newsletters, formal and informal interactions are all effective for spreading the word.
- Repeat the message – ideas only sink in after they have been repeated.
- Supervisor is key communicator – staff expect to hear important, sanctioned information from their immediate supervisor.
- Lead by example – behavior from important people that is inconsistent with the vision overwhelms other forms of communication.
- Promote two-way discussion – face-to-face communication is best.

Where are people in the Change Cycle?
Use an Elevator Speech to Communicate the Change

- Paint a compelling vision for change
  - Describe the envisioned future or goal
  - State reasons for the change and how it will benefit the audience
  - Ask for the support you need for the change to be successful

- Create a change elevator speech
  - Consider the audience you are addressing and change the elevator speech to resonate with the audience
  - Use the change elevator speech template to create your message
Small Group Activity: Create a Change Elevator Speech

• Here’s what we’re doing…
  (change vision/purpose)

• Here’s why it’s important…
  (business drivers)

• Here’s what success looks like…
  (benefits, features & deliverables)

• Here’s what we need from you…
  (for general audience, tailor for specific stakeholder groups)
3. Mobilize Commitment

- Leverage Change Agent Power
- Identify Key Stakeholders
- Influence Key Stakeholders

Develop Support for the Change
Critical Skills of Change Agents

- Understands change dynamics
- Appreciates diversity
- Anticipates and manages resistance
- Has high credibility
- Understands power and influence
- Enables staff through change transition
Tips to Influence Key Stakeholders

Use a set of questions to profile an individual stakeholder:

**Power**

- What is his/her source of power?
- What they can control: money, time, resources, people, information?
- Who they can influence: friends, admirers, those who feel an obligation?

**What is his/her style of using power?**

- Reluctant and occasional
- Make response to threats
- Assertive and direct
- Deception and subtlety
Tips to Influence Key Stakeholders

What would make them more supportive of the change?

• Information / understanding?
• Involvement and ownership?
• Changes in planned actions?
• Direction from more senior managers?
• Evidence of the success of the change?

What would make them less supportive of the change?

• Personal threat?
• Non-involvement in decisions?
• Personal rivalries?
• Insufficient evidence in ‘trial period’ (defined by them)?
Step 4. Monitor Progress and Sustain Momentum

Monitor Progress

- Provide Resources for Change
- Build a Support System for Change Agents
- Develop New Competencies and Skills
- Reinforce New Behaviors
- Stay the Course
How Do We Sustain Momentum After a Change is Implemented?

Small Group Activity:

- Discuss different ways to maintain the momentum after implementing a change management plan to ensure its success?
Session Summary

- The forces of change are constant—it’s the new norm
- Change is an event and personal transition is a process
- There are six predictable stages of change everyone undergoes through a transition
- A change management plan is needed to implement change successfully in an organization

*Every beginning is a consequence - every beginning ends some thing.*

~Paul Valery