



**LEADING AND MANAGING
CHANGE**

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"Creating Competitive Companies – One Leader at a Time"

Executive Coaching • Leadership Development • Organization Effectiveness • Facilitation • Strategic Human Resource Leadership

What is Change?

“The rate of change is not going to slow any time soon. If anything, competition in most industries will probably speed up even more in the next few decades.”

~ John Kotter, Author, Leading Change

Definition of Change

Webster dictionary definition, to:

1. make change in some particular: **Modify**
2. make radically different: **Transform**
3. shift one's means of conveyance: **Transfer**
4. shift to lower register: **Break**
5. undergo transformation: **Transition** or **Substitution**
6. put on different clothes
7. accept something else in return : **Exchange**

Change as Transition



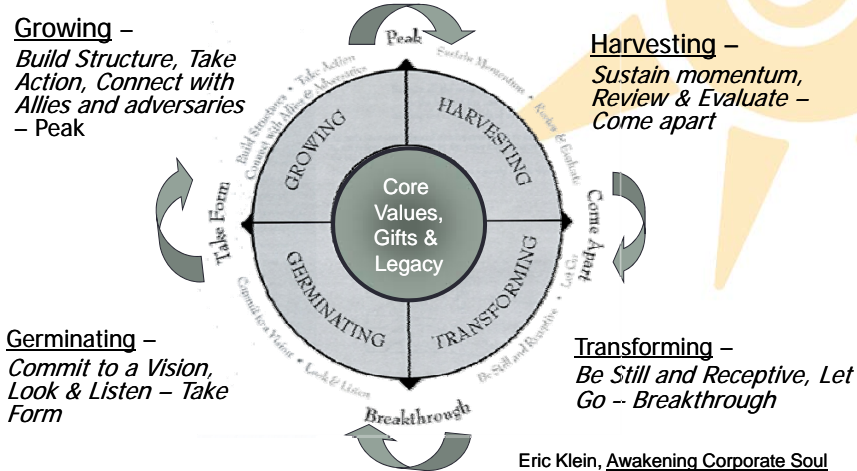
What kinds of change are you experiencing?

- In your personal life
- In your work life
- In society

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Cycle of Change and Renewal

A Metaphor from Nature on Change & Growth



Change is not a Linear Process but Circular & Transformational

Exercise 1: Experiencing Change

Directions:

1. Divide into pairs
2. **Round 1:** Pairs stand back to back and change 5 things about your appearance
3. Face each other and try and identify the five changes each one made
4. **Round 2:** Pairs stand back to back and change 10 additional items in your appearance
5. Face each other and try and identify the 10 additional changes both people made

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Exercise 1: Experiencing Change

Debrief:

- Were you able to make all the changes?
- Were you able to identify all the changes made by your partner?
- What did you think/feel about having to make all those changes?
- What were your personal reactions to having to make all of those changes?

7 Characteristics of Change

People:

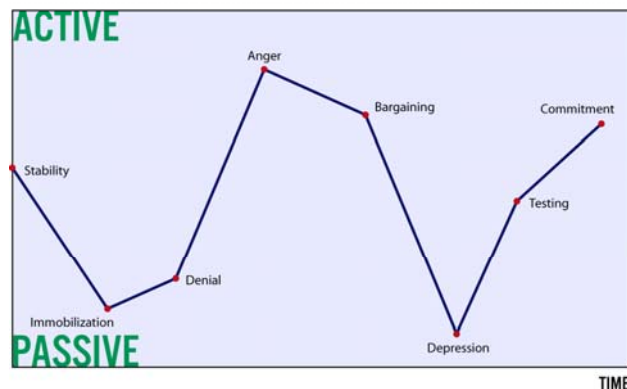
1. will feel awkward and self-conscious
2. think of what they'll have to give up
3. feel alone
4. can deal with only so much change
5. are at different levels of change acceptance
6. worry there won't be enough resources
7. will revert to their former ways when the pressure to change is removed

Dr. Ken Blanchard, One-Minute-Manager

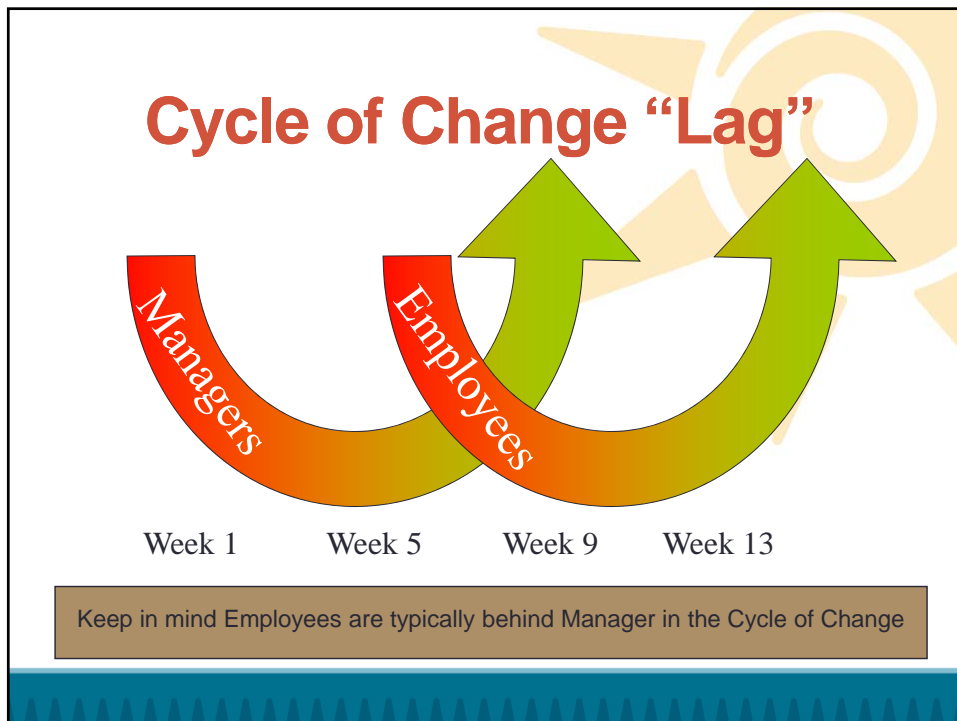
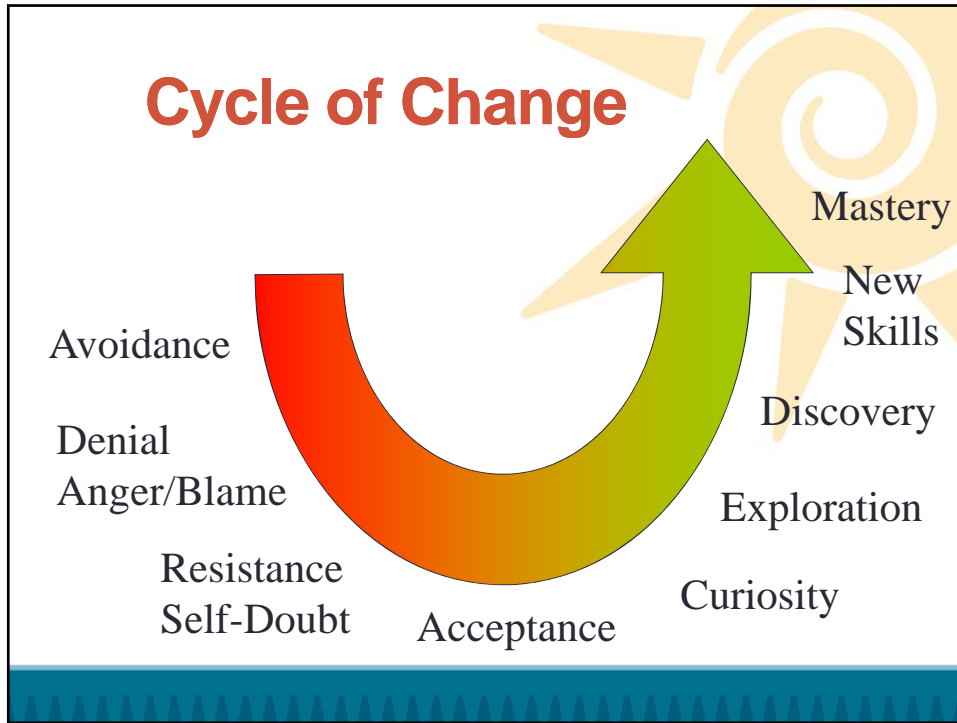
Steps for Assessing Your Reactions to Change

- **Reflect** on past changes you've experienced
- **Analyze** your reactions to those changes
- **Evaluate** what you did to successfully manage your reactions to those changes.

Everyone Responds to Change Differently



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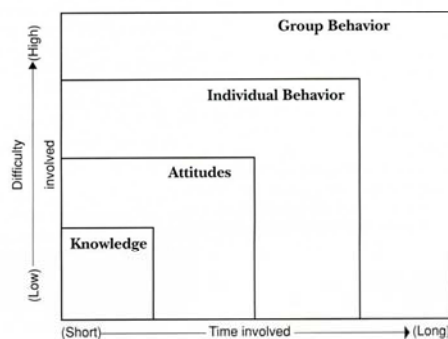
Cycle of Change: Ideal Outcomes

- ✦ See Change as Essential Element of Workplace and Accept it
- ✦ Understand that Adapting to Change is Attitudinal
- ✦ Realize that we Must go Through a Process of Letting Go of the Way Things Used to Be
- ✦ Accept that to Successfully Survive Change we must see Change as Opportunity for Self Motivation and Innovation

Leaders Challenge: Get Past our Personal reactions and Focus on Helping Others

Four Levels of Change

THE FOUR LEVELS OF CHANGE



Time and Difficulty Involved in Making Various Changes

Dr. Ken Blanchard
One Minute Manager

Dimensions and Types of Change

- ✦ Structural Change
- ✦ Cost Cutting
- ✦ Process Change
- ✦ Cultural Change
- ✦ Strategic Purpose

Sources of Change

- ✦ **External Forces:** economic downturn, introduction of new legislative laws
- ✦ **Internally Generated:**
 - ✦ Management initiated changes:
 - ✦ Front Line – implement new technology
 - ✦ Mid-level – create plan to reduce costs
 - ✦ Sr.-level – Buy and sell companies

Thoughts On Change

"Life and work move along based on the momentum of the past. The choices we made yesterday we repeat today. We get older but not necessarily wiser. We get things done but wonder if we're getting anywhere. The more things change the more they stay the same."

~ Eric Klein, Author, Awakening Corporate Soul

We are Creatures of Habit – Change Requires Making Conscience Choices

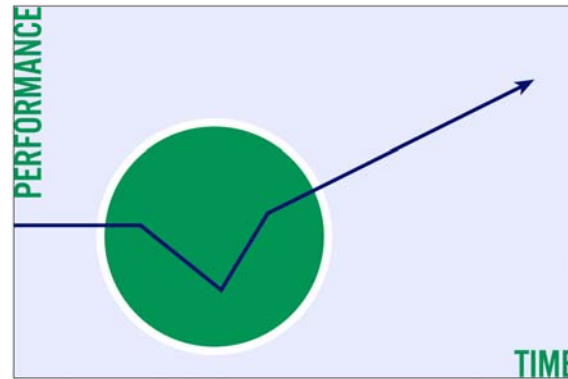
Thoughts On Change

" There can be no organization transformation without personal transformation."

~ Edward Deming, Quality Management Guru

See Handout Article: "Is Real Change Possible?"

Managing Change: Valley of Despair



Be aware & Plan for Performance Dips During Change Process

Being Ready for Change

- * Encourage participative work within your unit
 - * Push decision making down
 - * Share information freely
 - * Make communication a two-way process
 - * Get into the trenches
 - * Give people practice in collaborative cross functional projects
 - * Help people see the "Why" of change
- * Give your employees a Voice
- * Drive Fear Out of your Group

Steps of Change Management

1. Mobilize Energy and commitment by Identifying Business Problems and Solutions
2. Develop and communicate a shared vision of the change program
3. Identify the leadership
4. Create short-term wins by focusing on results, not activities
5. Institutionalize success through formal processes, systems, and structures
6. Monitor and adjust strategies in response to problems in the change process

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Process for Creating Organizational Change

1. Establishing a Sense of Urgency
2. Creating the Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Change Vision
5. Empowering Broad-Based Action
6. Generating Short-Term Wins
7. Consolidating Gains and Producing More Change
8. Anchoring New Approaches in the Culture

Proj. Mgmt. Model

■ Initiating

■ Planning

■ Executing

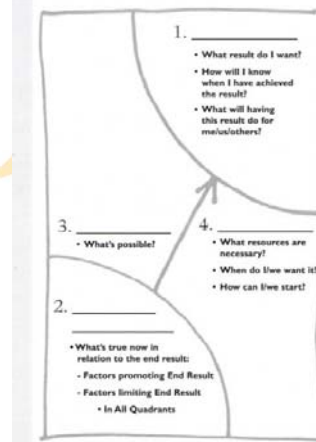
■ Controlling

■ Closing

Kotter, John P., Leading Change, 1996

GROW Change Model

- 1. Goal –**
Clarify the vision of the future state
- 2. Reality –**
Current assessment of where we are in relation to the goal
- 3. Options –**
Create/brainstorm designs of ways to "bridge" the gap from current reality to goal (desired future)
- 4. Way forward –**
Create action plan, what, who, by when



Eric Klein, Awakening Corporate Soul

Creating an Effective Implementation Plan

Five Step Process:

1. Involve people at all levels in the planning and implementation processes
2. Structure the plan in Achievable Chunks.
3. Specify Roles and Responsibilities
4. Make the Plan Simple
5. Build in Flexibility

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Change TOOL: RACI Matrix

Action/Decision	Responsible	Accountable	Consulted	Informed

- * Generate action items or decisions to be made
- * Identify who is responsible doing it
- * Identify who is ultimately accountable (the accountable party might be the responsible party's boss or the project sponsor)
- * Identify who should be consulted before a decision is made
- * Identify who should be informed after the decision is made

Communicating Change IMPERATIVE

From all stake holders perspectives:

- What the change program is and what it plans to do
- Why the change is taking place
- What the scope of the change program is
- What hurdles stand in the way of implementation
- What criteria for success are and how success will be measured
- How people will be rewarded for success

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Make Communication an Ongoing, Two-Way Proposition

Rethink Resisters

Resisters commonly seen:

- People who refuse to accept change
- Inflexible
- Unaccommodating,
- Lacking team spirit

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Rethink Resisters

Resistance implies energy:

- That can be worked with and possibly redirected
- Try to understand its sources and motives – may uncover opportunities to improve change effort

Steps for Addressing Resistance

1. Encourage people to openly express their thoughts and feelings about the change
2. When resistance occurs, listen carefully
3. Treat resistance as a problem to solve, not as a character flaw
4. Once you understand the nature of their concerns, bring people together to discuss and deal with the perceived problems

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Taking Care of Yourself During Change

Act to Overcome Powerlessness:

- Work with your boss to define your new role
- Establish a sense of personal control in other areas of your life
- Avoid taking on other efforts that sap energy
- Relax, think and ponder over events
- Maintain your physical well being and nurture your psyche

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Taking Care of Yourself During Change

- ✦ Inventory Gains and Losses
- ✦ Balance Emotional Investments
- ✦ Perhaps the best mechanism for coping with change is anticipating it.

Food For Thought

"In times of change,
learners inherit the earth,
while the learned find themselves beautifully equipped to
deal with a world that no longer exists."

~ Eric Hoffer

Video – Priorities for Life on “Change”

“Never doubt that a small group of thoughtful , committed citizens can change the world. Indeed, it is the only thing that ever has.”

~ Margaret Mead

Leading and Managing Change Workshop Wrap Up

Resource Review Books:

- * Leading Change, by John P. Kotter, Ph.D.
 - * The Employee Handbook for Organizational Change, by Price Pritchett and Ron Pound
 - * Managing Transitions, by William Bridges
 - * Who Moved My Cheese, by Spencer Johnson, M.D.
 - * Deep Change, by Robert E. Quinn
 - * Big Bucks, by Ken Blanchard and Sheldon Bowles
 - * Awakening Corporate Soul, by Eric Klein and John Izzo
 - * The Art of Possibility, by Rosamund Stone Zander and Benjamin Zander
- * Workshop Evaluation