

DCM LEARNING

Managing Change

Session starts at 2pm



HELLO!

I am **Karen Maher**

I am an experienced HR consultant and workforce development specialist originally from the North East of England.

I specialise in coaching, mentoring, mediation and training delivery. I am qualified to administer and deliver psychometric tests including EQi2 (Emotional Intelligence) and MBTI (Personality Types).



Content

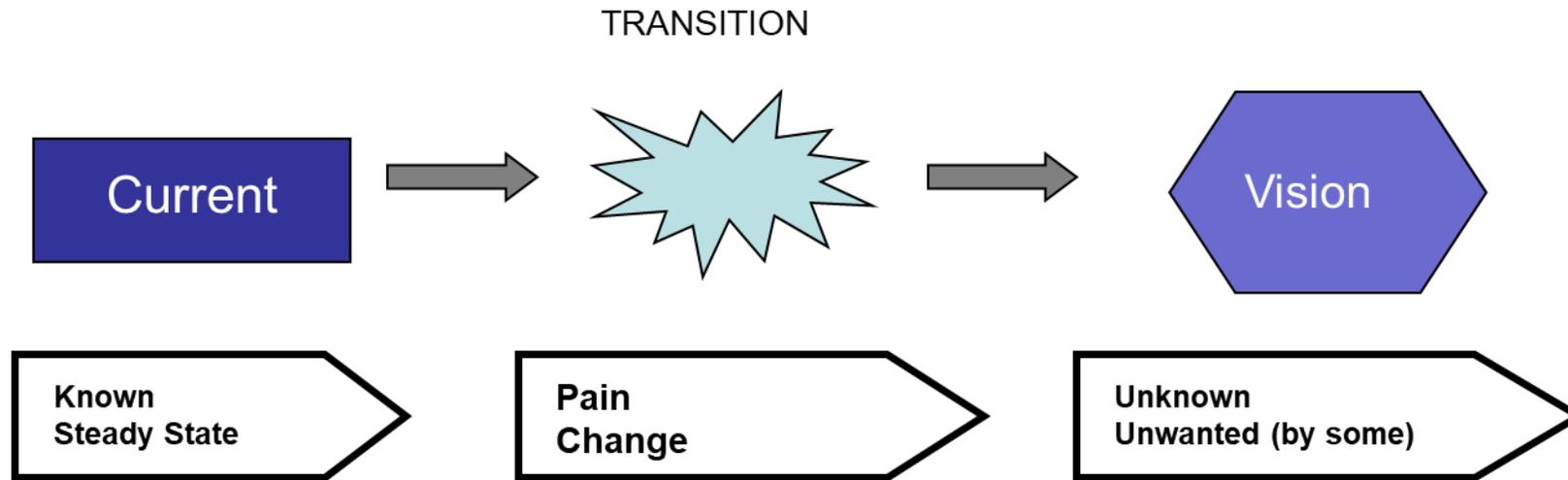
- Why is change necessary?
- The link between change management and business results
- How company culture can impact on change
- Barriers and resistance to change
- Change management models
- Developing a strategy
- Managing resistance
- Implementing change



Why is change necessary?



Why is change necessary?



Change management is the process of moving from where we are now to the vision of where we want to be involving some transition (which may result in “pain” or discomfort for some or all involved)

The extent of the ‘pain’ is dependent on how well the change is planned and managed

Managing Change and Business Results

What is driving change for your organisation at present?

What might you do differently now?

The impact of culture

Imagine, you walk in to Company A. This 20 year old company is very organised. They have documented procedures and policies for every imaginable scenario. Everyone is punctual, and conducts their work in a quiet and orderly fashion. Workers each have nicely furnished cubicles decorated with personal items. Everyone has a title and knows their role in the organization. They have a very structured, hierarchical organizational culture.

How do you think they might react to change?



The impact of culture

Now walk in to Company B. A newer company, they are still struggling to gain their position in the industry. The office looks highly disorganised, with people moving about and talking loud. No one has a title, and they can't tell you exactly what their job is. When they sit, it could be at a table with others, or in a quiet corner with their laptop. But much of the time, they are busily moving about. They don't have any procedures manuals, but seem to collectively figure things out as they go. Their organisational culture is much more open and flexible.

How do you think this company might react to change?



What is the impact of culture?

The answer is **it depends!**

On how well you know and can work with your organisational culture
On how skilled your leaders are in change management and change leadership.

Company A and Company B will require very different approaches to change. What works well in one company could be disastrous in another.

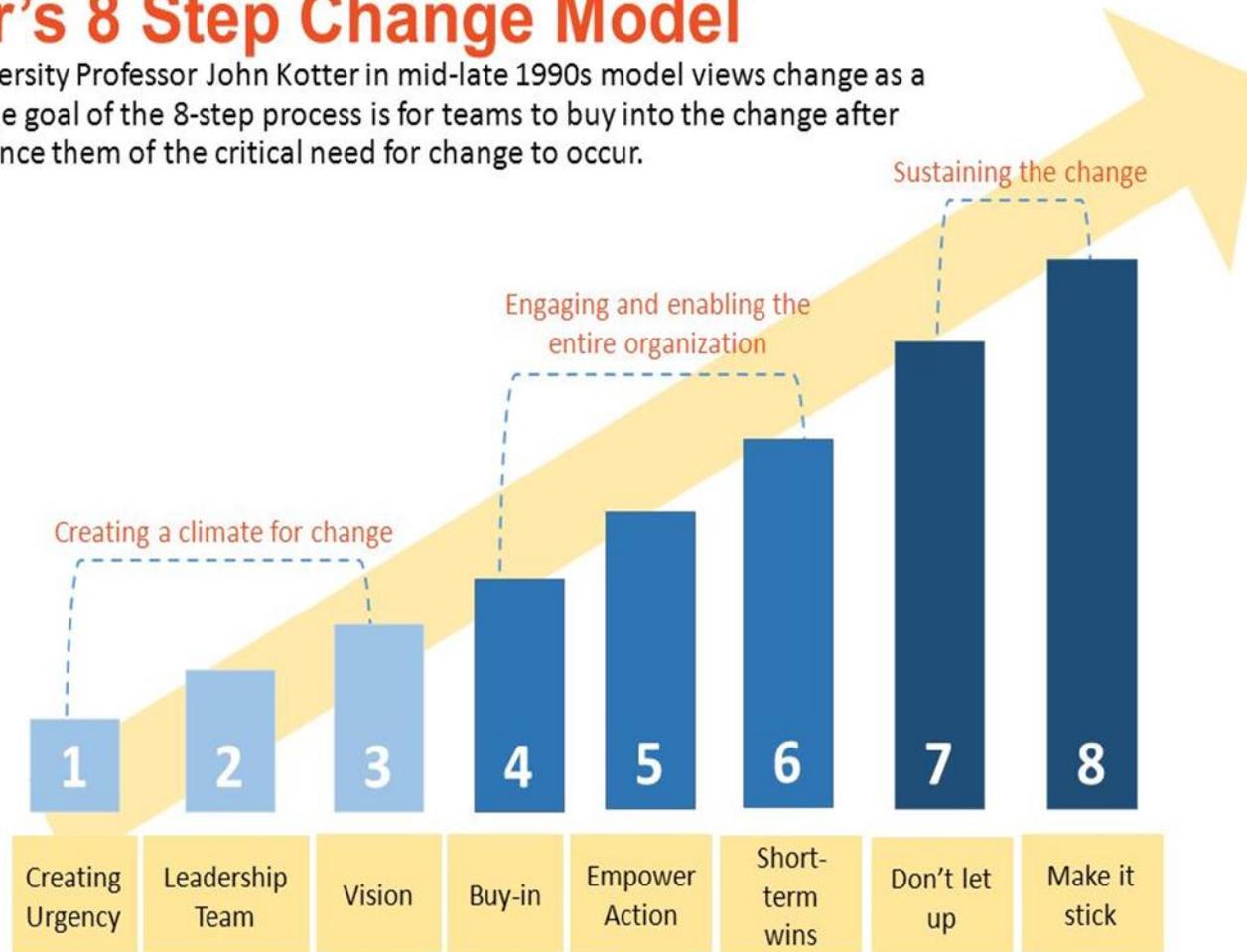
Organisational culture is deeply embedded, so don't assume you can change it overnight. People will resist and you will probably find yourself stressed! There are things you can do to make the change management process more positive. But you need to expect that some level of discomfort will occur.



Change management models

Kotter's 8 Step Change Model

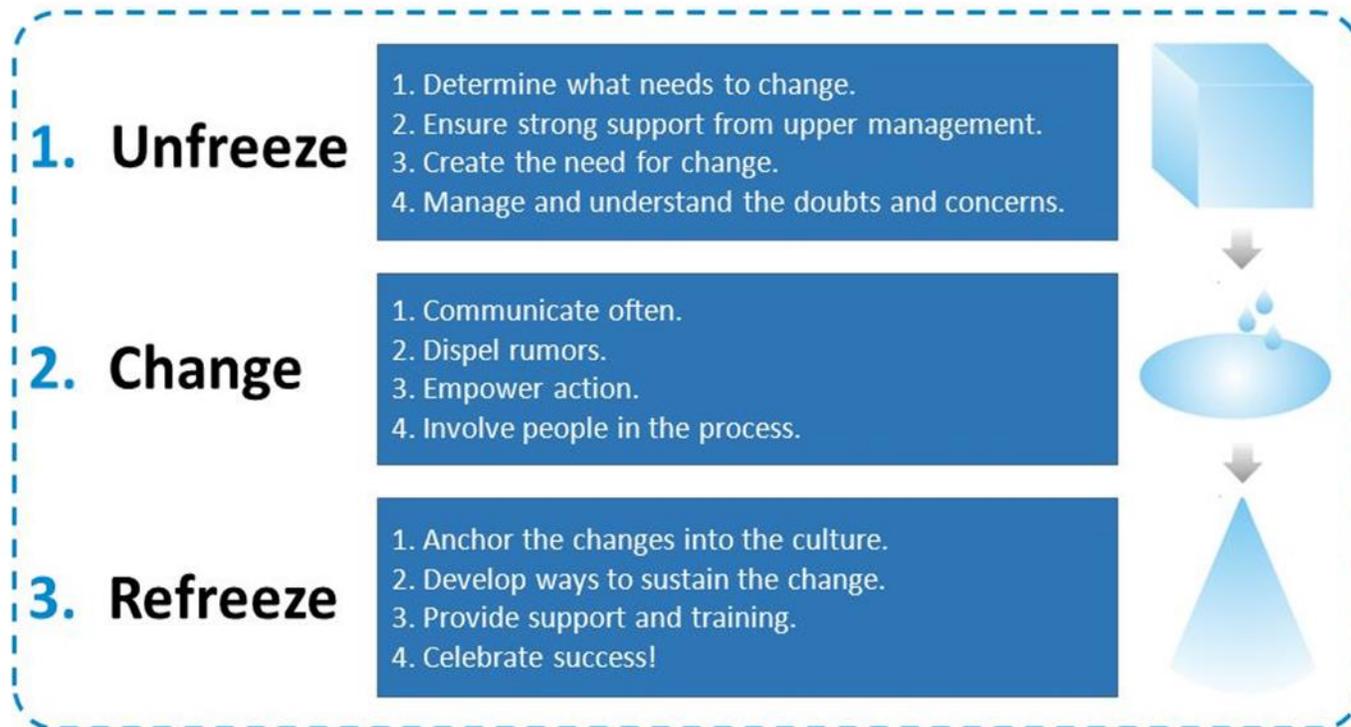
Harvard University Professor John Kotter in mid-late 1990s model views change as a campaign. The goal of the 8-step process is for teams to buy into the change after leaders convince them of the critical need for change to occur.



Change management models

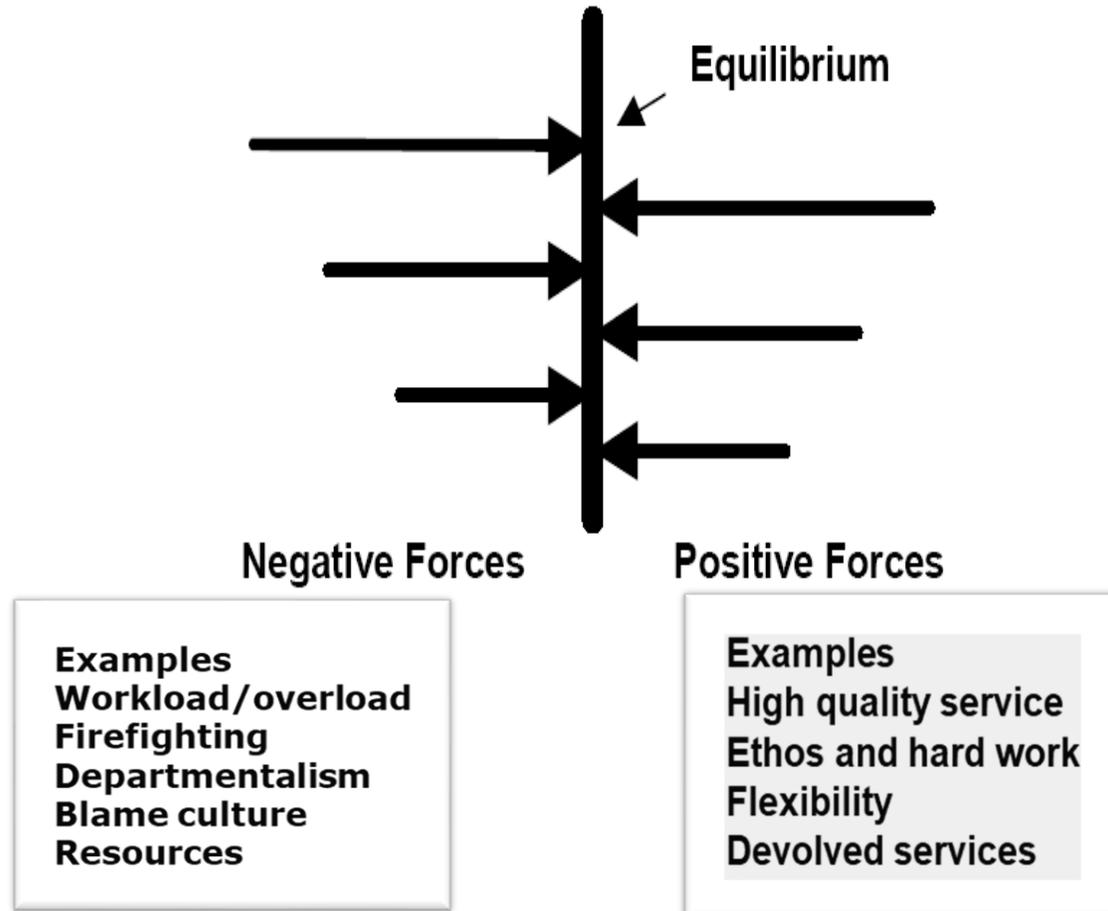
Lewin's Change Management Model

Psychologist Kurt Lewin's 1950s model, recognizes that most people prefer and operate within certain zones of safety. His model is prescribes "Unfreeze – Change – Refreeze" as three-stage process for change.



Change management models

Lewin's Force-field analysis

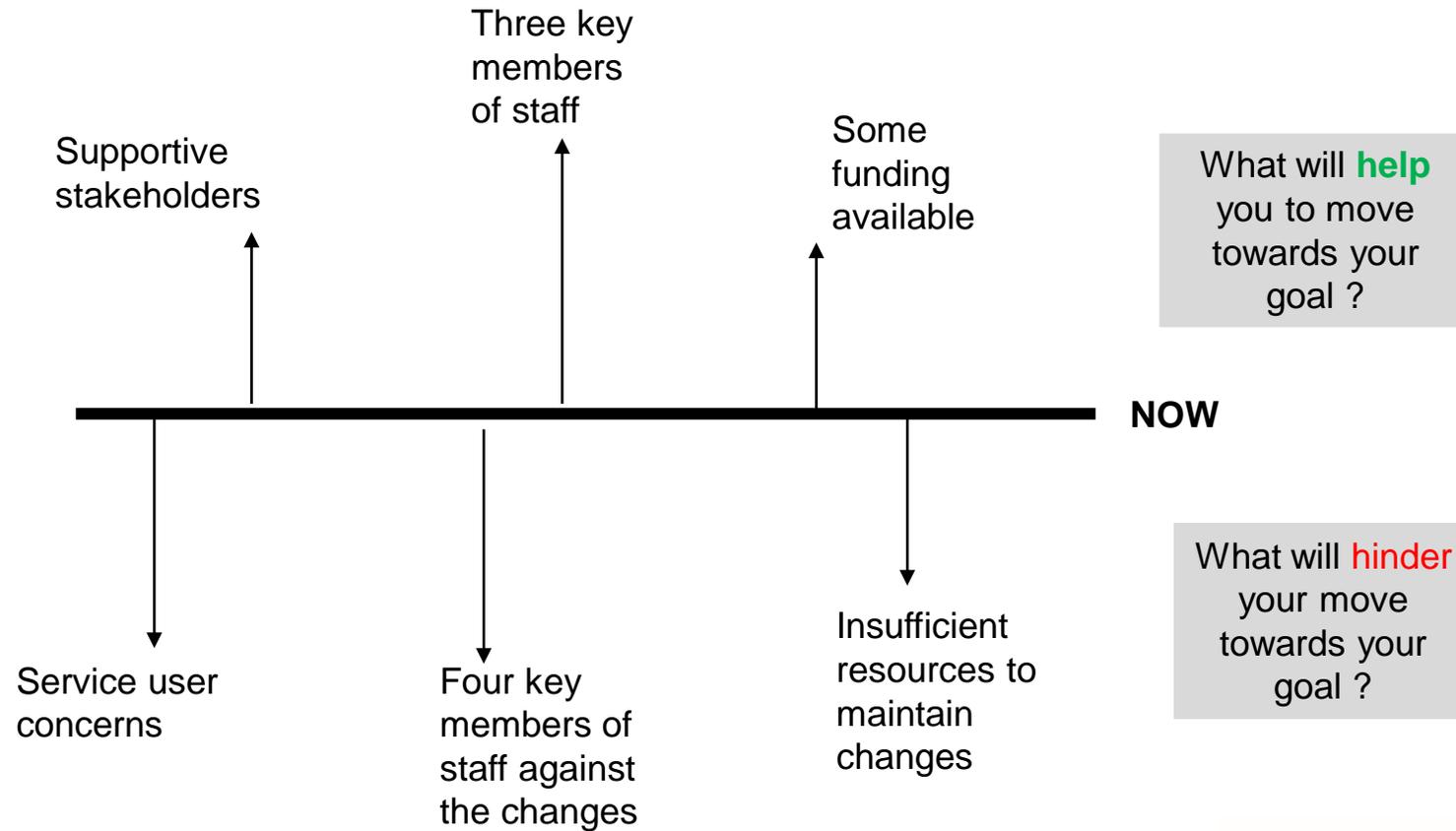


Force field analysis, seeks to identify the main forces of change that are acting on a situation to keep it in its current position and to identify the forces that might be neutralised or applied to move the situation in a desired direction

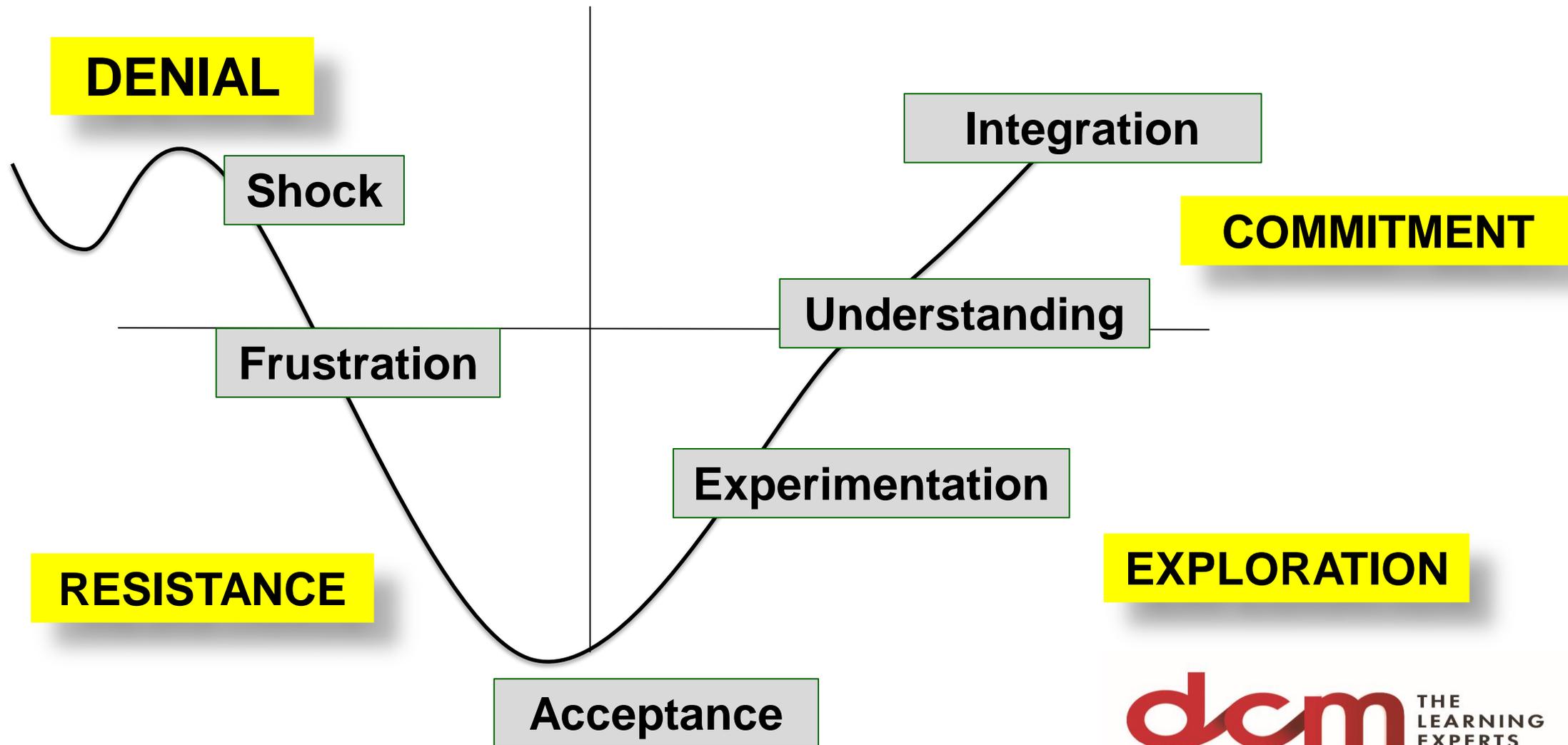
Change management models

EXAMPLE

Your GOAL



Managing Resistance



Managing Resistance

Reaction	Possible Behaviours	Manager's Response
DENIAL	Disbelief, apathy, numbness, activity but no progress	
RESISTANCE	Anger, depression, stubbornness, blaming, absenteeism	
EXPLORATION	Excited, energised, too many ideas, confusion about priorities	
COMMITMENT	Focused on outcomes, clear understanding of what to do next, high job satisfaction	

Managing Resistance

Reaction	Possible Behaviours	Manager's Response
DENIAL	Disbelief, apathy, numbness, activity but no progress	Tell: Face the issue, Explain, Explore, Show what to do
RESISTANCE	Anger, depression, stubbornness, blaming, absenteeism	Ask: Listen, acknowledge feelings, allow complaints, support, set up quick wins
EXPLORATION	Excited, energised, too many ideas, confusion about priorities	Tell: Concentrate priorities, focus, set short term goals, coaching/training, start active team building
COMMITMENT	Focused on outcomes, clear understanding of what to do next, high job satisfaction	Ask: Acknowledge success, give feedback, plan ahead, develop team building

Developing a strategy

- **Proactive:** These organisations have dynamic management within unstable environments and need to keep one step ahead of the game; change is a way of life for them.
- **Reactive:** These change only when they have to - usually in response to change in competition and are continually fire-fighting to keep still. Change programmes are not usually well implemented
- **Average:** These organisations change enough to keep up with the market - but behind the leaders. Change is difficult but not impossible. Most organisations fit here.
- **Static:** A static organisation usually has a rigid hierarchical style of management which can lead to problems when suddenly the rules of the game change. Change here is extremely difficult to push through.

Which best describes your organisation?

Developing a strategy

Being ready for change

Team work

"We are a good team"

Responsibility for success

"We will make this work"

Active Support

"There's always someone there to help"

No blame

"We're in this together"

Shared goals

"We know where we're going"

Frankness

"We won't hide the issues"

Openness

"We can discuss our differences"

Risk Taking

"We learn by trying something new"

Mutual respect

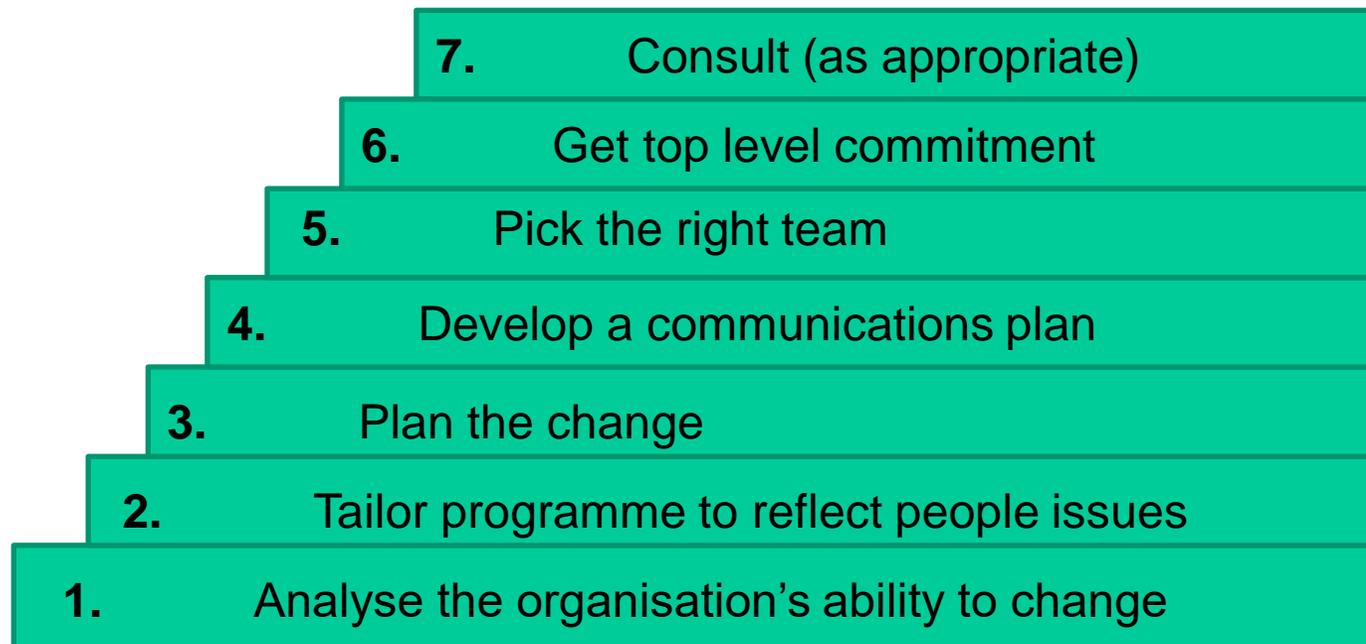
"Everyone has something to offer"

Strategy

"The plan to make it happen"

Developing a Strategy

Key Steps



Implementing Change

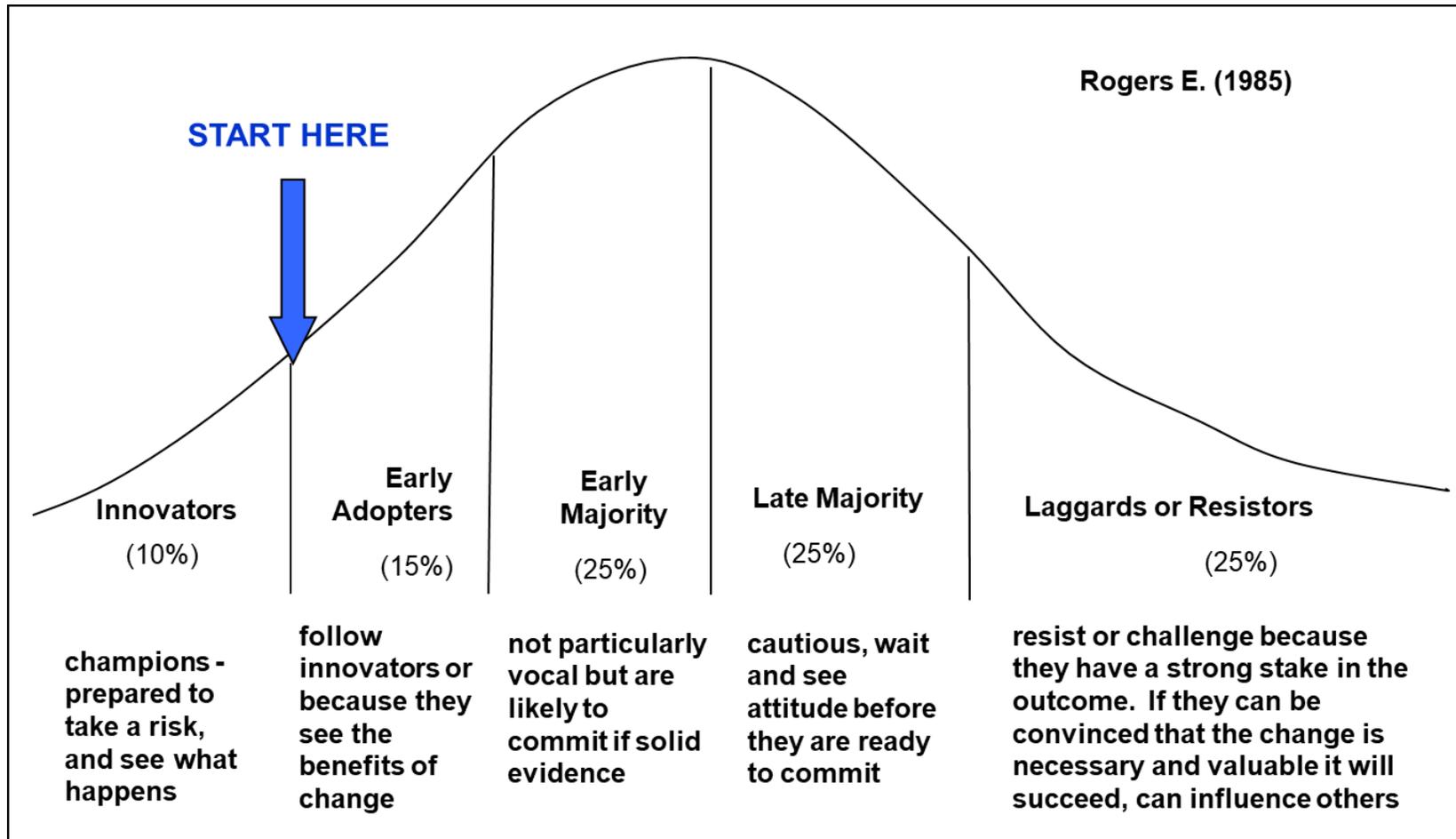
Phase	Objectives	Tasks	Methods	Outputs
ANALYSE	To understand the organisation, its culture and the capacity for change	review: structure, strategy, culture, systems, morale, management practices, external environment	desk research, interviews, workshops, brainstorming	Organisational analysis, "map" change capacity
DESIGN	To agree the vision, build the team and obtain consensus	develop vision, select team, build buy-in	workshops, meetings, communications	vision, team, leader/support
PLAN	To plan the realisation of change	develop plan, build in contingencies, allocate resources, agree timing	desk research, field research, workshops, planning methodologies	risk analysis, dependency chart, agreed resources
DO	To realise the vision by putting the change(s) through the organisation	roll out change across the organisation, communicate to stakeholders, manage risks and dependencies	meetings, actions, team work, workshops, communications	changed organisation, improved performance, survival, changed culture

Making change happen

Key Principles

1. **Acting is better than planning.** Don't spend a lot of time doing lots of detailed planning. Rolling planning alongside implementation is a better option for managing change.
2. **Think big – act small.** Keep the big picture or the vision in mind at all times, but make sure that all individuals have their say and are allowed to contribute.
3. **Go where the energy is.** The '30:40:30 rule' is often used:
 - The leading 30% of staff are usually prepared to support and participate in change
 - The next 40% can probably be persuaded to embrace change
 - The remainder 30% are unlikely to accept change
4. **Help and support** is required after initiation as well as before
5. **Involve people throughout the development process**

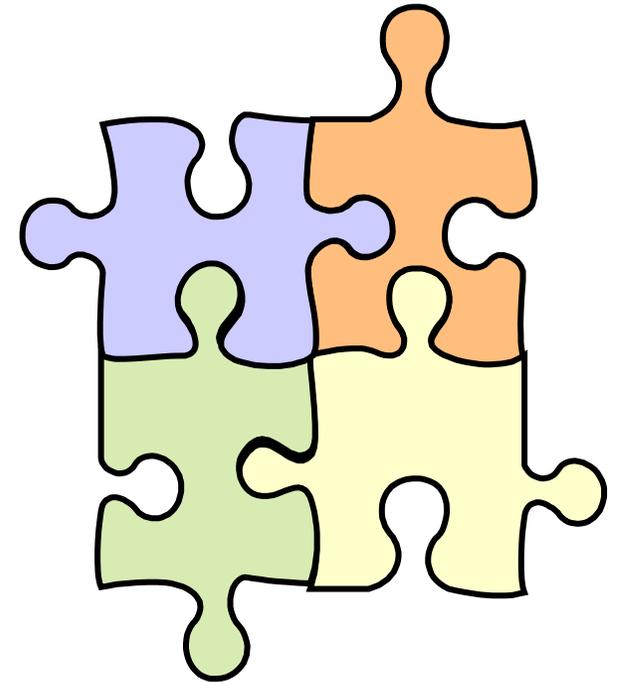
Making change happen



Making Change Happen

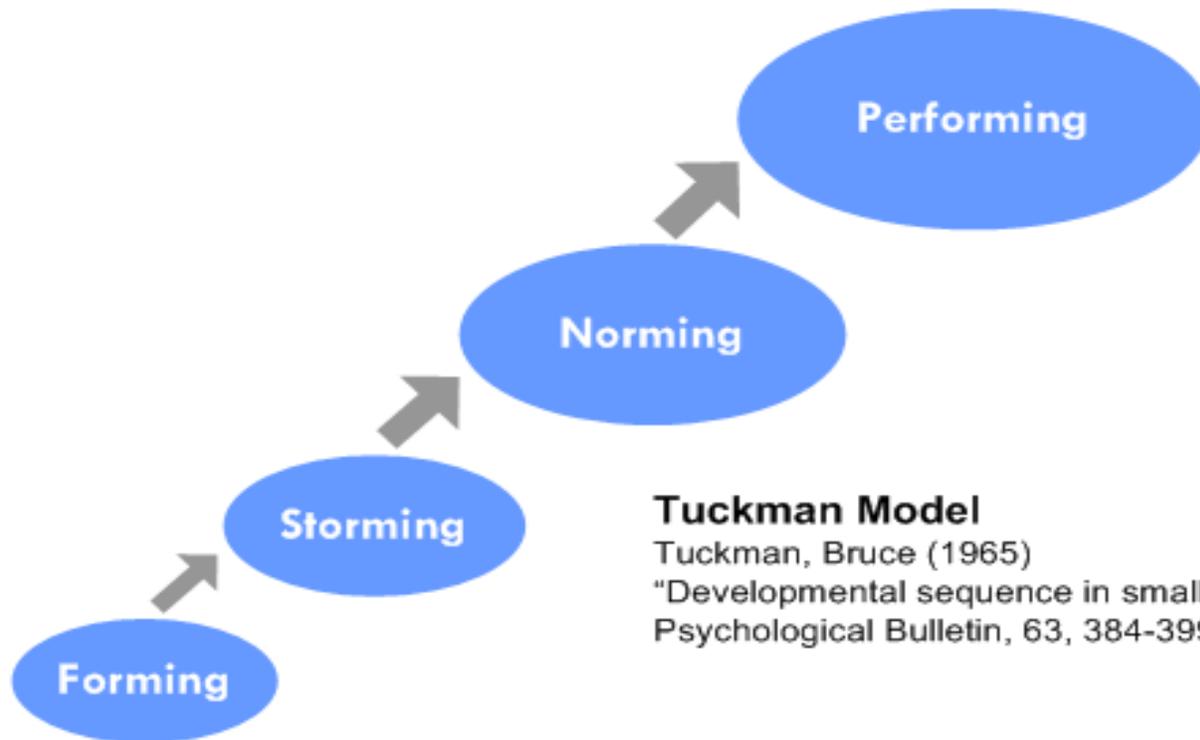
Team Management

A small dedicated team to manage change can have a major effect on an organisation, one which is disproportionate to the size of the team. Selecting the right individuals is, therefore, critical.



Team development

Tuckman (1965) labeled the stages of team development as forming, storming, norming, performing, (and later added adjourning).



Tuckman Model

Tuckman, Bruce (1965)

"Developmental sequence in small groups"

Psychological Bulletin, 63, 384-399

Making Change Happen

- People change when they **see a need** to change
- People will change when **they know how** to change
- People change when they are **actively engaged** in the process
- People **need support** in their involvement in the process
- People change when they are **secure** in changing
- People are **not always rational**
- People change some attitudes slowly, its **better to ask them to change their behaviour**
- Change can be **painful**
- Change is **not always possible or desirable**

Making Change Happen

Conditions for success

Make sure that your change programme is a **SUCCESS** by following these principles:

Shared vision

Understand the organisation

Cultural alignment

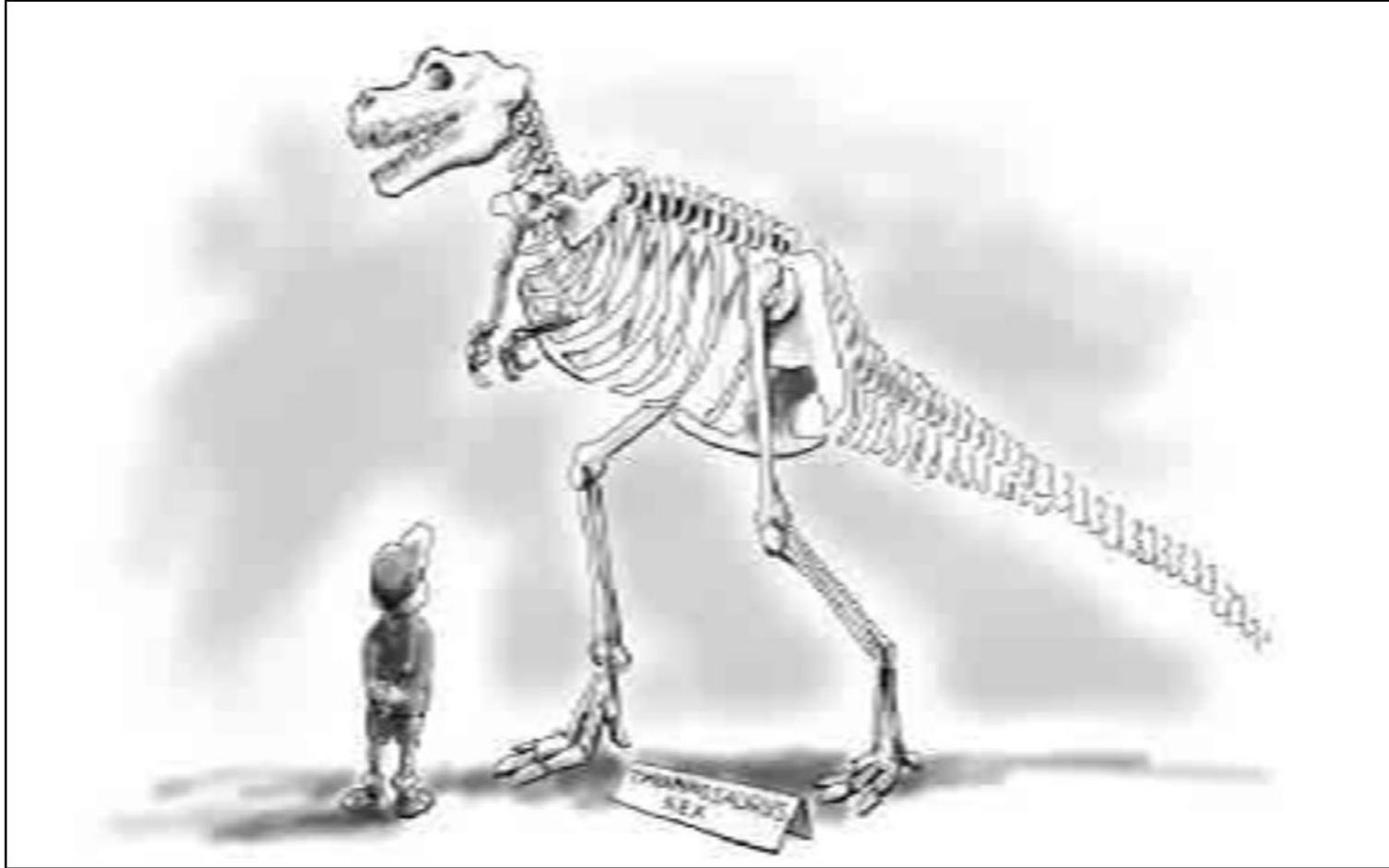
Communication

Experienced help where necessary

Strong leadership

Stakeholder buy-in

Dinosaurs died out. Mammals didn't



Instead they embraced change and survived.

Summary & Recap

Q&A



**GOOD BYE &
GOOD LUCK!**





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