Change Management: The Elephant In The Room!
What Is Change Management?

1) Defining and instilling new values, attitudes, norms, and behaviors within an organization that support new ways of doing work and overcome resistance to change;
2) Building consensus among customers and stakeholders on specific changes designed to better meet their needs; and
3) Planning, testing, and implementing all aspects of the transition from one organizational structure or business process to another.

www.gao.gov/special.pubs/bprag/bprgloss.htm#sectC
Making change stick is a challenge! A main reason is that “culture resists change”.
Culture Resists Change

Two Main Elements of Corporate Culture

**Behavioral Norms**
- Behavioral expectations
- Attitudes, beliefs, actions

**Values**
- How we judge
- What guides our decisions
- Principles, standards, or qualities that matter
Resistance: Normal and Expected

“Never underestimate the power of the mind to disempower.”

-- John P. Kotter, The Heart of Change
Reasons for Resistance

- Lack of clear vision
- Fear and anxiety
- Complacency
- Lack of trust
- Skepticism
- Leaders not “walking the talk”
Two Approaches to Change

Logical Analysis–Think–Change

Emotional See–Feel–Change
Two Main Types of Resistance

- **Logical**
  - Philosophical difference with the vision
  - Genuine difference of opinion

- **Emotional**
  - A reflexive reaction against changing what is familiar
  - The easiest to convert to support
Logical Analysis—Think—Change

1. Give people analysis.
2. Data and analysis influence how we think.
3. New thoughts change and/or reinforce changed behavior.
Emotional
See–Feel–Change

1. Help people see.
2. Seeing something new hits the emotions.
3. Emotionally charged ideas change behavior or reinforce changed behavior.
Mitigating Resistance

• Listen, listen, listen
• Respond constructively to failure
• Encourage new ideas and risk taking
• Create a sense of fun!
• Model change behavior
• A clear vision enables appropriate behavior
Why People Change

“People change what they do less because they are given *analysis* that shifts their *thinking* than because they are *shown* a truth that influences their *feelings*.”

-- John P. Kotter, *The Heart of Change*
The Eight-Step Process

Key Principles

- Every step is necessary
- The process is dynamic
- Several steps can happen simultaneously and continuously
- Change is an iterative process
The 8 Step Process for Leading Successful Change

Creating a Climate for Change

Step 1: Increase Urgency
Step 2: Build Guiding Teams
Step 3: Get the Vision Right
Step 4: Communicate for Buy-in
Step 5: Enable Action
Step 6: Create Short-term Wins
Step 7: Don’t Let Up
Step 8: Make it Stick

Implementing and Sustaining the Change

Engaging and Enabling the Whole Organization

-- From The Heart of Change Field Guide
Creating A Climate for Change

Building an adequate level of energy that will get the change started!

Step 1: Increase Urgency
Step 2: Build Guiding Teams
Step 3: Get the Vision Right
Increase Urgency!

“In successful change efforts, the first step is making sure sufficient people act with sufficient urgency – with on-you-toes behavior that looks for opportunities and problems, that energizes colleagues, that beams a sense of “let’s go”.

“Without enough urgency, large-scale change can become an exercise in pushing a gigantic boulder up a very tall mountain.”

--from Step 1 of The Heart of Change
What is Urgency?

- A sense of pressing importance
- An insistent necessity
- A call to action

Step 1: Increase Urgency
Know the Difference!

False Urgency    True Urgency
False Urgency

• Frenetic and often ineffective activity
• People are stressed, anxious, fatigued, protective and uncertain about the future
• Generally a history of failure of genuine change in the organization
• Passive – aggressive behavior
True Urgency

- Inclusive – the entire organization gets it!
- Leads to efficient and effective actions
- People are alert and proactive
- A highly positive and focused force for change
- Creates energy – not exhaustion or stress
Why Increase Urgency?

- A business case, by itself, is not enough
- True urgency engages the entire organization
- Cooperation is gained
- The momentum for change is sustained
Creating True Urgency

- Focus on the heart and mind
- Communicate well!
- Create a consistent message throughout all levels of the organization
- Relate need to change to external as well as internal environment
- Create a genuinely safe environment
True Urgency
A Story
"Gloves on the Boardroom Table"
Build Guiding Teams

Three critical elements:
1. Engage the right people
2. Set clear team goals
3. Develop a climate of trust and commitment within the teams
"A feeling of urgency helps greatly in putting together the right group to guide change and in creating essential teamwork within the group...But additional effort is necessary to get the right people in place with the trust, emotional commitment, and teamwork to do the job."

--from Step 2 of *The Heart of Change*
The Right People

Key skills and attributes:
- Power and influence
- Leadership
- Diversity
- Expertise
- Credibility
Set Clear Team Goals

Five basic elements:
1. A shared sense of purpose
2. Clear roles
3. Effective team process
4. Strong relationships
5. Effective interface management
A Climate of Trust and Commitment

- Open, honest discussion
- No politics or self-interest
- Focus on the challenge at hand
- Conflict is managed, not ignored
- Able to measure success
- Clear decision-making processes
Get the Vision Right!

Characteristics of an effective vision:

- Offers a clear picture of the future
- Identifies positive and negative behaviors
- Coordinates action
- Identifies key performance measures
- Motivates and empowers people
Get the Vision Right!

“A shared urgency for change may push people into action, but it is the vision that steers them in the right direction.”

--from Step 3 of The Heart of Change
Get the Vision Right!

Four key steps to an effective vision:

1. Clarify the need for a vision
2. Develop the vision
3. Analyze the vision
4. Clarify the role of the team that is developing the vision
An Effective Vision

• Futuristic
• Compelling, vital and relevant
• Desirable
• Realistic and feasible
• Clear and focused
• Flexible and living
• Easy to communicate
• Short, simple and inspiring
Key Points

- The vision is a priority
- Communicate before, during and after the vision development process
- Validate the vision with all stakeholders
- Close the loop; provide feedback
- Stay open to input from throughout the organization and to new ideas
Effective Visions
A Story
"The Body In
The Living Room"
Engaging and Enabling the Whole Organization

Getting all of the stakeholders involved by modeling leadership!

Step 4: Communicate for Buy-in

Step 5: Enable Action

Step 6: Create Short-term Wins
Communicate for Buy-In

- Align words, deeds and behaviors
- Tell a story
- Engage the entire organization; change does not happen in a vacuum
- Effective communication requires that both sender and receiver understand the same message

Step 1: Increase Urgency
Step 2: Build Guiding Teams
Step 3: Get the Vision Right
Step 4: Communicate for Buy-in
“In successful change efforts, the vision and strategies are not locked in a room with the guiding team. The direction of change is widely communicated, and communicated for both understanding and gut-level buy-in. The goal: to get as many people as possible acting to make the vision a reality.”

--from Step 4 of The Heart of Change
Effective Communication

• Listen, listen, listen
• Reinforce the message continuously
• Seek feedback and respond to it!
• Test for understanding
• Link change initiatives to the vision
• Use multiple strategies – words, pictures, stories – and ensure that the message is consistent
Communications Planning

• Who?
• What?
• Where?
• When?
• How?
• Why?
Who Are The Stakeholders?

- Leadership
- Employees
- Customers
- Who else?
What to Communicate?

- Vision
- Strategy
- Business case
- Successes!
- Challenges
- Updates
- What else?
Where to Communicate?

- Meetings, internal and external
- News releases
- Internal website and/or blog
- Focus groups and evaluations
- Leverage existing mechanisms
- Where else?
When to Communicate?

- At every opportunity!
- At milestones
- Anytime that external forces may affect the vision
- Continuously and honestly
- Other suggestions?
How to Communicate?

• Through consistent behaviors that support the vision
• Use images
• Use analogies when appropriate
• Positively, openly and honestly
• Mix active and passive means of communication
• Other suggestions?
Do you want to succeed? If so, *effective* communication is essential.

*Effective* communication gets and keeps the stakeholders involved and committed to the change effort.
Communication Channels

It is important to know the potential number of communication channels when developing a communication plan.

This information helps determine who needs to know what and when they need to know it. It is not a means of restricting communication. Rather, it is information that enables quality communications planning.
Communication Channels

The number of communication channels needed increases significantly for each additional person involved.

The formula to determine this value is:

\[ \frac{N(N-1)}{2} \]

\[ N = \text{the number of stakeholders} \]
Barriers to Effective Communication

- Information overload
- Resistance: logical and emotional
- Disparity between words and actions...not “walking the talk”
- One-way, top-down communication
- Lack of communication ownership and coordination
- What else?
Language and Communication

WORDS DO MATTER!

Ensure that all stakeholders understand the language associated with any change, and that the language and words accurately reflect the changes. This is especially important when defining new roles and responsibilities.
Enable Action

“The purpose of this step is to enable a broad base of people to take action by removing as many barriers to the implementation of the change vision as possible.”
“In highly successful change efforts, when people begin to understand and act on a change vision, you remove barriers in their paths. You take away the tattered sails and give them better ones. You take a wind in their faces and create a wind at their backs. You take away a pessimistic skipper and give the crew an optimistic boss.”

--from Step 5 of The Heart of Change
How to Enable Action

Two simple steps:

1. Break through barriers that impede progress
2. Encourage risk-taking and innovation
Four Main Barriers to Effective Action

1. Structure
2. Skills
3. Systems
4. Resistant Leaders and Managers
Issues with Structure

Structure includes organizational design, lines of authority and responsibility.

- Functional silos; different priorities and focuses
- Poor communication within individual silos
- Initiative is stifled
Some Tips and Strategies for Removing Structural Obstacles

• Clarify priorities
• Communicate effectively about current priorities
• Align responsibility and authority
• Change the structure to be consistent with the vision
Issues with Skills

Skills includes functional skills, attitudes, behaviors, knowledge and abilities.

- Skills are not current
- New technology
- Complacency
- Active resistance
Some Tips and Strategies for Resolving Skill Issues

- Define new behaviors, expectations and consequences – be specific!
- Identify new skills, abilities, knowledge
- Provide proper training for both hard and soft skills
- Include the people doing the work in the solution
Issues With Systems

Systems includes performance assessment, compensation, talent management, policies & procedures.

- Penalties for risk taking or making mistakes
- Performance criteria has not been updated
- Irrelevant or outdated behaviors are still rewarded
- Promotions not based on merit
Some Tips and Strategies for Resolving Systems Issues

- Update performance criteria to reflect commitment to vision and willingness to change
- Ensure that promotions are objectively made and consistent with vision
- Reward commitment with pay and other benefits
- Update recruiting systems to reflect vision
Issues with Resistant Managers and Leaders

- Protecting turf
- Withholding information or resources
- Undermining credibility of change agents
- Micromanaging
- Controlling all communications and decisions
Some Tips and Strategies for Resolving Resistance Issues

• Confront the individual directly
• Listen to their concerns
• Give them a chance to resolve the problem
• Be fair and honest
• Define new behaviors, expectations and consequences – be specific!
Desired Behaviors for Leaders and Managers

- Senior Management
- Middle Management
- Front Line Management
Senior Management

- Develops strategic goals for change, aligning changes with the organization’s strategic direction, objectives and customer expectations.
- Fosters an environment of innovation and change, communicating goals and strategies to appropriate parties and involving them in the changes.
- Ensures that employees and the organization have the skills and abilities needed to accomplish change objectives.
Middle Management

- Uses business operations performance measurement and other data to identify opportunities for, and measure the progress of, process improvement changes.
- Establishes effective structures and processes for planning and managing the orderly implementation of change.
- Guides employees through fundamental change, recognizing the scope of transition problems and the impact of change on others.
• Demonstrates support for change goals and strategies to facilitate the implementation and acceptance of change within the workplace
• Creates an atmosphere that supports their employees
• Communicates honestly and openly
Create Short-Term Wins

Short-term wins are crucial to long-term success! Here’s why:

- They validate the vision and the plan
- They test the vision and plan against real conditions
- They keep leaders and stakeholders on board
- They give you a chance to celebrate!
Create Short-Term Wins

“In successful change efforts, empowered people create short-term wins – victories that nourish faith in the change effort, emotionally reward the hard workers, keep the critics at bay, and build momentum. Without sufficient wins that are visible, timely, unambiguous, and meaningful to others, change efforts inevitably run into serious problems.”

-- From Step 6 of The Heart of Change
How to Create Short-Term Wins!

- Identify them and plan for them
- Achieve them!
- Communicate the win visibly to all of the stakeholders
- Take any lessons learned and apply them to the next steps
Celebrate Short-Term Wins

“Celebrate what you want to see more of.”

-- Thomas J. Peters

Congratulations!
What If It’s Not a Win?

“It is on our failures that we base a new and different and better success.”

-- Havelock Ellis

- Openly and honestly acknowledge and explain any failures
- Describe any lessons learned
- Explain any implications for the vision and the team
- Credit the team for their effort – do not lay blame
Implementing and Sustaining the Change

Ensuring that the change is lasting!

Step 7: Don’t Let Up

Step 8: Make it Stick
Don’t Let Up

• Stay focused – this is not the time to relax
• Keep the long-term goal and purpose in sight
• Maintain a sense of urgency
• Communicate progress
• Stay positive

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Don’t Let Up

“After the first set of short-term wins, a change effort will have direction and momentum. In successful situations, people build on this momentum to make a vision a reality by keeping urgency up and a feeling of pride down; by eliminating unnecessary, exhausting, and demoralizing work; and not by declaring victory prematurely.”

-- From Step 7 of *The Heart of Change*
Don’t Let Up

Continue To
• Show commitment and support through actions and words
• Stay connected to stakeholders
• Listen closely
• Stay involved
• Actively participate

Warning Signs
• Turnover or increased unavailability of key personnel
• Exhaustion, low team and/or organization morale
• Slowing of progress
• Recommendations and/or issues ignored
Don’t Let Up

A checklist...

• Keep the vision and goals fresh
• Be aware of organizational stress
• Clarify what won’t change
• Acknowledge that change is challenging and provide support mechanisms
• Continue to model the behaviors that are needed and desired
Reinforce short-term wins, behavior changes and change momentum. Continue to model new behaviors yourself, and reward and recognize others who have also demonstrated the desired new behaviors!
“Tradition is a powerful force. Leaps into the future can slide back into the past. We keep a change in place by helping to create a new, supportive, and sufficiently strong organizational culture. A supportive culture provides roots for the new ways of operating. It keeps the revolutionary technology, the globalized organization, the innovative strategy, or the more efficient processes working to make you a winner.”

-- From Step 8 of The Change of Heart
Make It Stick
Some Strategies

• Achieve positive results as soon as possible
• Show how the change is working and why the old ways no longer work
• Measure and support consistent performance
• Keep leadership on board
• Follow through with any necessary turnover
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Say

Good-Bye To

The Elephant!
Resources & References

Resources & References (cont.)

Thank You For Your Time!

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