



SAFESTART

HUMAN FACTORS

CONFERENCE

Change Management That Works

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Energizer: Exploring Change



What changes are you facing?

What changes are you involved with or do you foresee in your organization?

Write 1-2 of these on the index card provided, your facilitator will pick them up.

Introduction and Outcomes



- Warning!! This is not PSM or MOC – this is about driving organizational and cultural change.
- Understand the challenges of change
- Clarify the importance of planning and skill building
- Become familiar with a proven change-management model
- Incorporate the skills and concepts from this session into the way you manage change
- Housekeeping
 - Exits, electronics, etc.

What changes are you involved with or do you foresee in your organization?



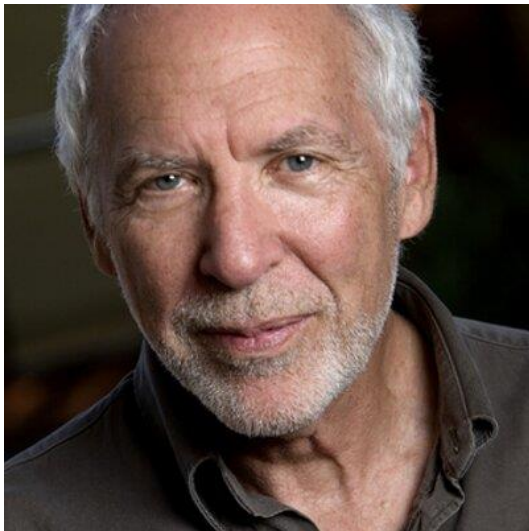
Have you seen resistance to change?

- We've always done it this way
- CAVE people
- Potential loss of work or job
- Change weariness
- Why should I do this?
- Are my leaders committed to this?
- Who made you king?
- What do my peers (brothers and sisters) think of this
- Fear of the unknown
- New responsibilities and/or reporting relationships



Resistance to Change

“Resistance is a predictable, natural and necessary part of the learning and change process.” *Peter Block*



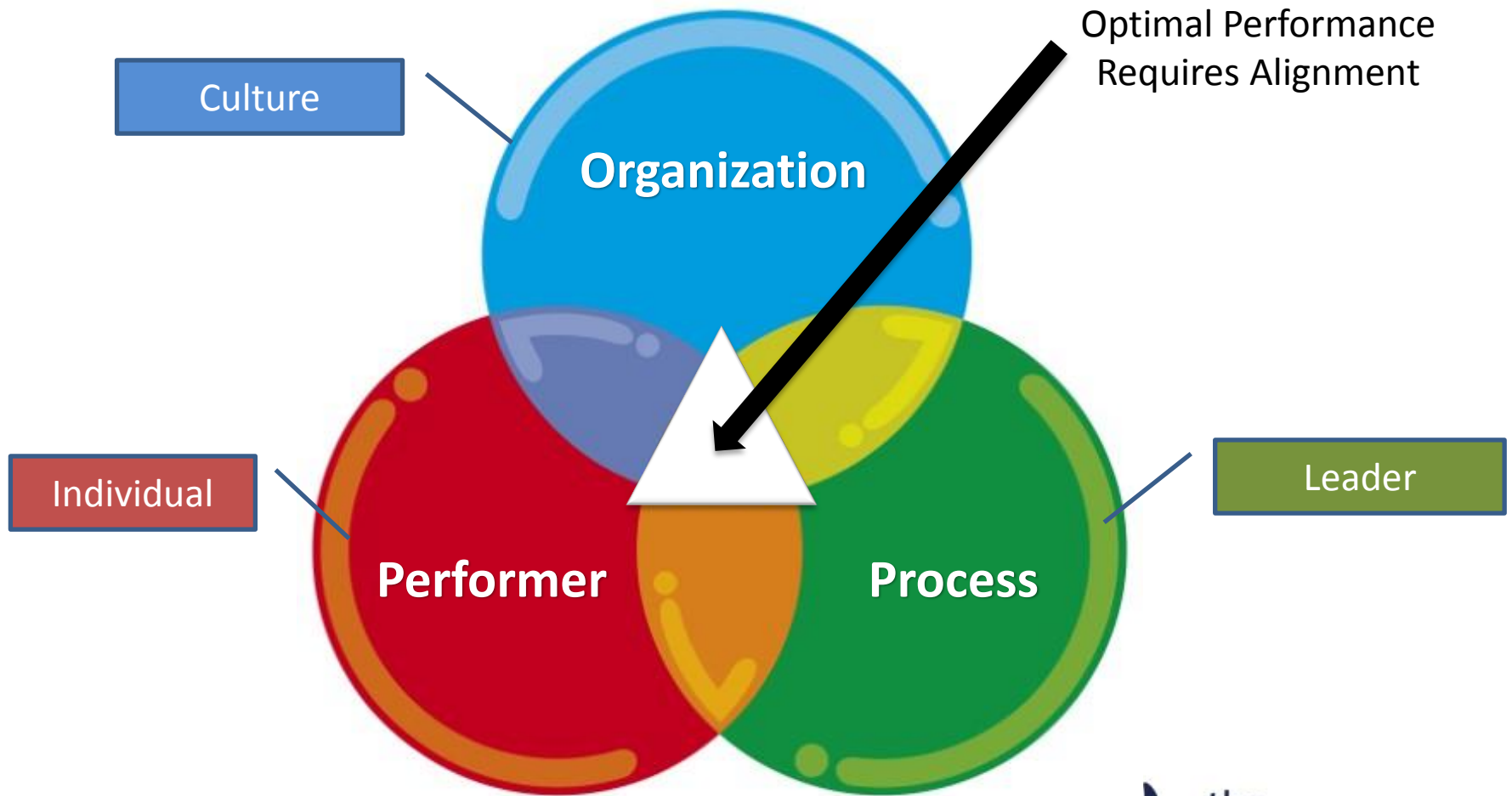
Some insights along my journey:

- Leaders report that the pace, amount and complexity of change continues to increase
- Successful change almost always requires more time than anticipated, in fact many leaders will spend more than 40% of their time focused on the change initiative.
- They wholeheartedly agree on the vital role emotional investment plays – during implementation and in sustaining change

The consequences of not managing the people side of change

- Lower productivity
- Passive resistance
- Active resistance
- Turnover of valued employees
- Disinterest in the current or future state
- Arguing about the need for change
- More people taking sick days or not showing up
- Changes not fully implemented
- People finding work-arounds
- People revert to the old way of doing things
- The change being totally scrapped
- Divides are created between 'us' and 'them'

Three Change Perspectives



Individual Causes of Resistance

- Change is being handled improperly
- Believe there is not a need for the change
- Change will make it harder
- Risks outweigh benefits
- Lack the ability to make the change
- Believe change will fail
- Those responsible for change cannot be trusted

Leadership Resistance

- Someone may be fired or told they are not performing
- People may be dissatisfied (and the manager does not surface the dissatisfaction)
- Political situation is risky
- Task at hand requires skills that do not exist
- Boss part of the problem
- Awareness of autocratic behavior, yet unwilling to act

The Problem With Lag Time

Leader thinks and develops concept of change						
	Leader becomes committed to the change					
		Leader communicates desired change				
		Manager thinks and develops concept of change	Leader begins to implement the change			
			Manager becomes committed to the change			
				Manager communicates desired change		
				Front Line thinks and develops concept of change	Manager begins to implement the change	
					Front Line becomes committed to the change	
						Front Line communicates desired change

Organizational Culture

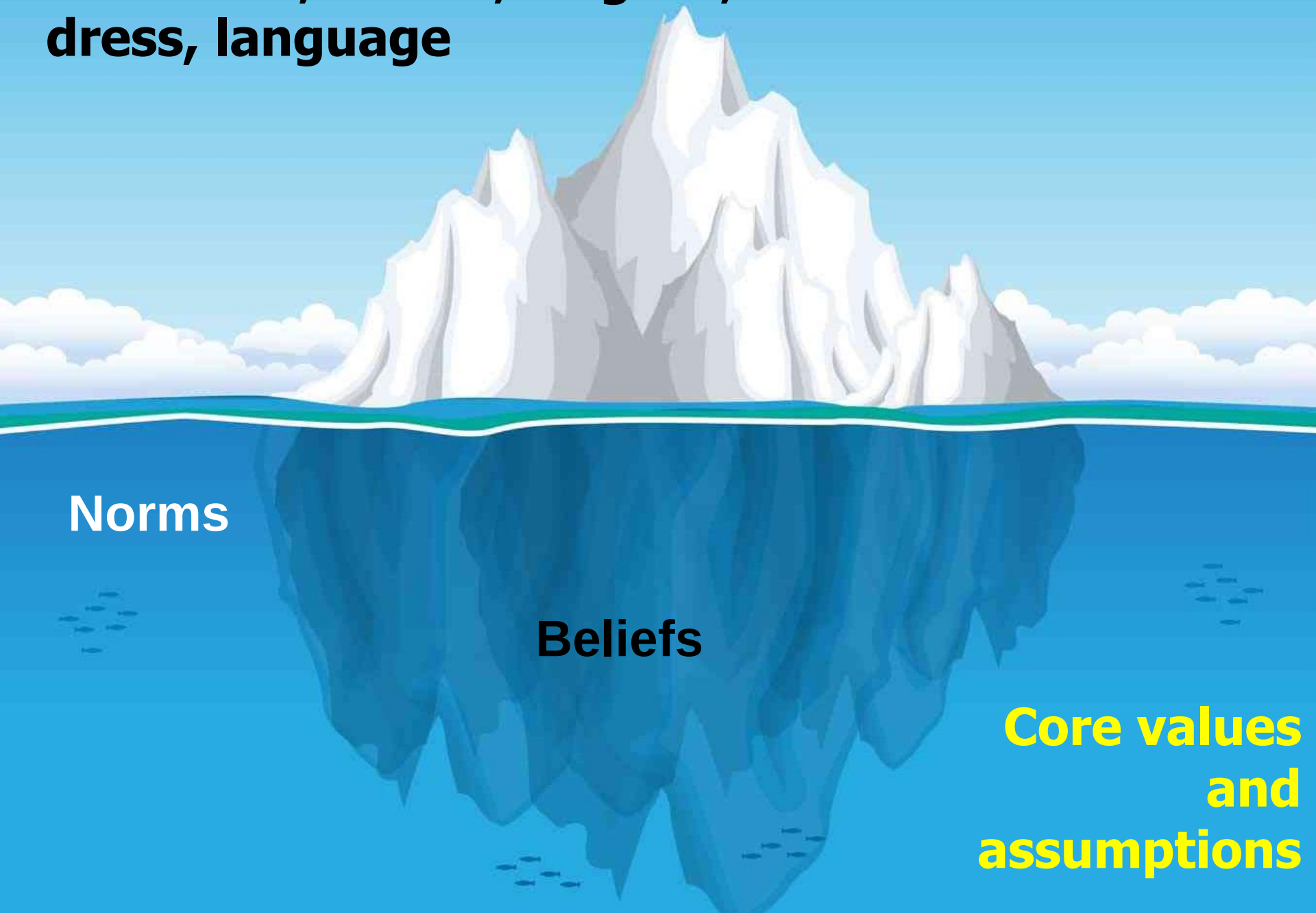
“One can best understand a system by trying to change it.” *Edgar Schein*



Elements of Culture

- Values
- Unspoken patterns of interaction, rituals or tradition (the way things are around here)
- Special language or jargon
- Power (peer pressure, how people obtain/retain power)
- Symbols (heroes, villains, , myths, artifacts)
- Workstyles (flow, pace, how decisions are made)

**Behaviors, rituals, slogans,
dress, language**



Norms

Beliefs

**Core values
and
assumptions**

Several Tools for Culture Analysis

- Reward and punishment analysis
- “Ten rules” – what are the ten unwritten rules?
- Collect stories
- Critical incident methodology
- Business review – mental models, interview key performers – what is seen and not seen?
- Failed intervention analysis
- Assimilation analysis – how are newcomers indoctrinated?

Assessing Organizational and Individual Readiness

Issue: Leaders are not always in touch with the organization's readiness for change.

Indicate the degree to which each of the dimensions is a concern to you with regard to your organization's change readiness. Circle the number under the appropriate heading for each factor. Dimensions have been scaled according to their relative importance in predicting the receptivity to change. Total the scores for an overall change readiness index.

Dimension	Degree of Concern				
	No	Little	Moderate	Substantial	Critical
Comprehensive Variables:					
Size of Change	4	3	2	1	0
Current Internal Stress	4	3	2	1	0
External Impact	4	3	2	1	0
Change History	4	3	2	1	0
Supportive Culture	4	3	2	1	0
Clear Internal Processes	4	3	2	1	0
Resources:					
Access to Workforce	8	6	4	2	0
Workforce Flexibility/Agility	8	6	4	2	0
Unions/Other Constraints	8	6	4	2	0
Time Commitment	8	6	4	2	0
Money Available	8	6	4	2	0
Employee Considerations:					
Workforce Talent	12	9	6	3	0
Executive Leadership	12	9	6	3	0
Skilled Change Agents	12	9	6	3	0
Management Support	12	9	6	3	0

Total the scores for all dimensions.

If the Change Readiness Score is:
 <50 Conduct crisis intervention prior to beginning.
 50 - 69 Proceed with caution, taking all steps in the process to ensure success.
 >69 Organization is ready for planned change.

	Self-Rating	What Am I Doing	How to Improve
I anticipate change that will affect the performance of my organization and can articulate a vision for those changes.	5 4 3 2 1		
I manage change progress so that negative results are minimized and positive results are maximized.	5 4 3 2 1		
I help my organization use change as an opportunity to improve performance. I embrace change.	5 4 3 2 1		
I respond to disruptive efforts to thwart change in a positive way, using the team as a resource.	5 4 3 2 1		
Regardless of the change that occur (planned and unplanned) I ensure that my internal and external customers are kept fully informed and meet their needs.	5 4 3 2 1		

Rating Scale: 5= perform to a very high degree; 4= perform to a considerable degree; 3= perform to some degree



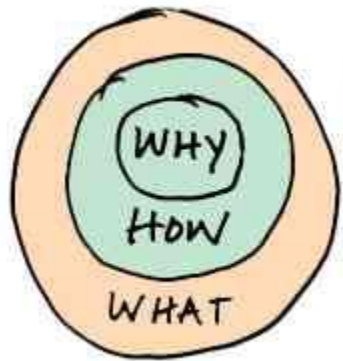
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Two Approaches to Change

1. Analysis – Think – Change
(the traditional approach)
2. See – Feel – Change
(helping people see the truth that will influence their feelings)

Thinking and feeling are both essential, but the true heart of change is in our emotions

The Neuroscience of Behavior



<<Limbic Brain

<<Neocortex



*Lead with the heart first - engage emotion;
then provide information and data.*

*The limbic brain drives trust and behavior,
has no capacity for language . . .*



Two approaches to change: logic and emotion

Analysis – Think – Change

1. Give people analysis

Information is gathered and analyzed, reports are written, presentations are made about problems and solutions.

As a result

2. Data and analysis influence how we think

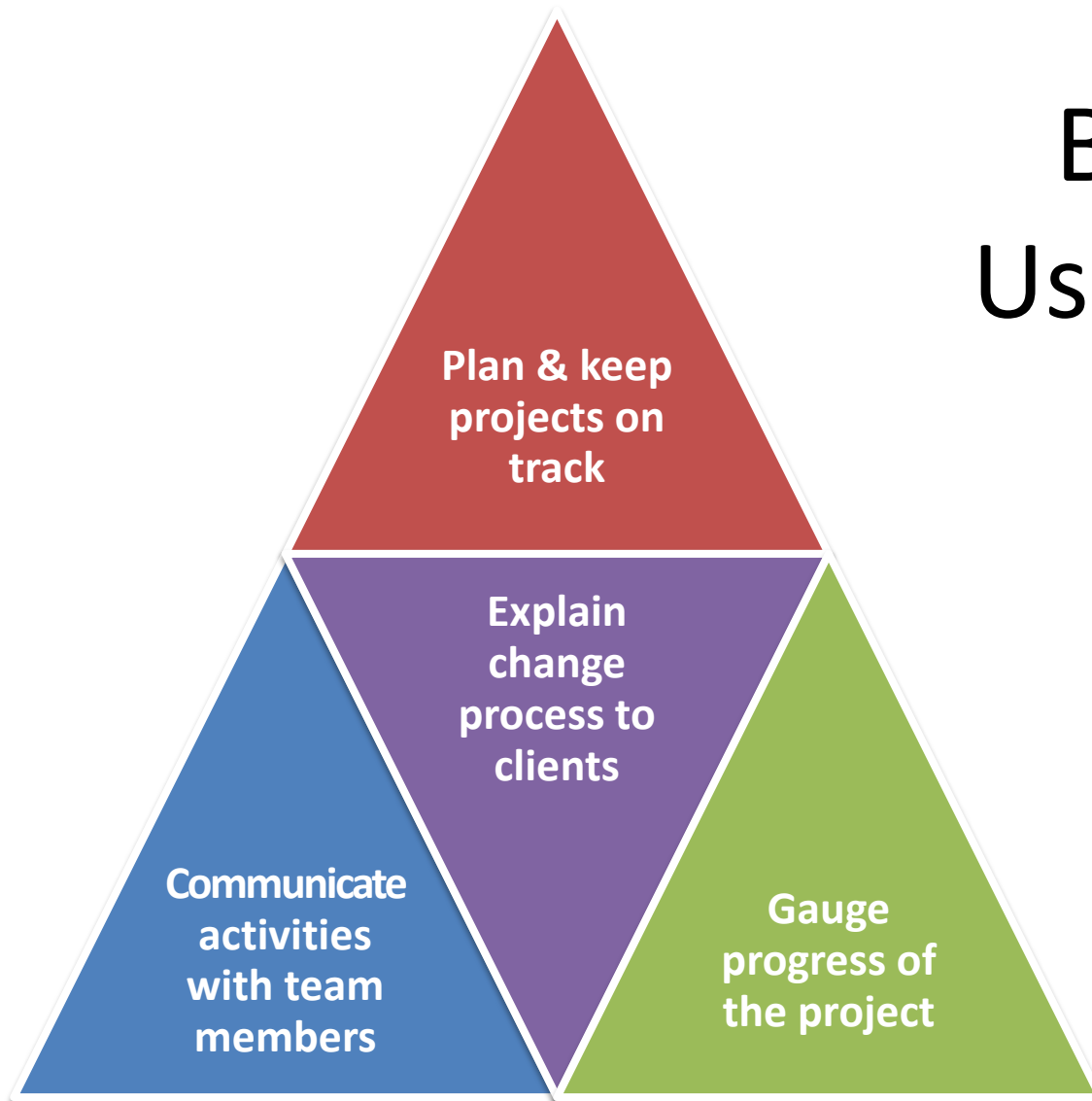
Information and analysis change people's thinking. Ideas inconsistent with needed change are dropped or modified

3. New thoughts change behavior or reinforce changed behavior

Using Models

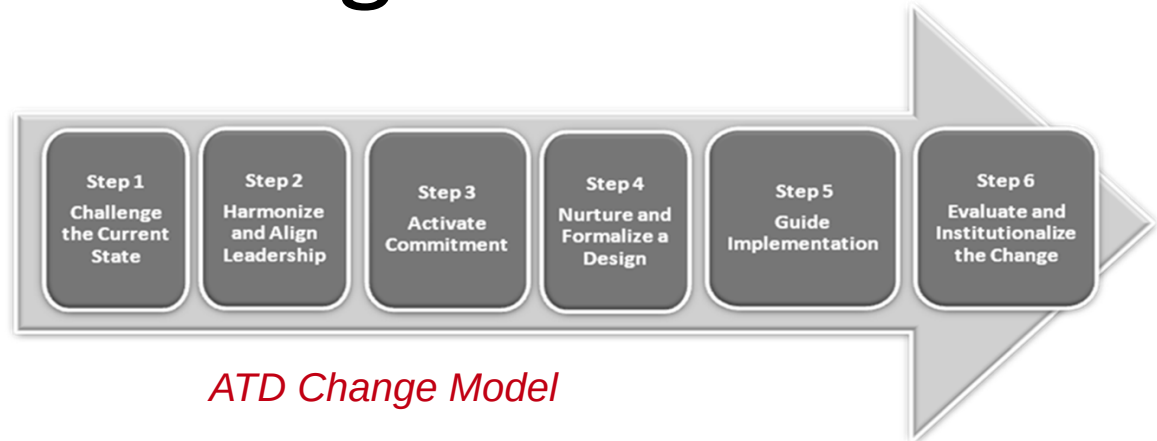
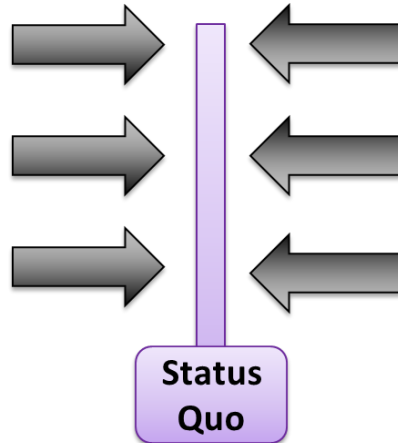
- Why should we use a model?
- What are the advantages and benefits of using a model?

Benefits of Using a Model



Change Models

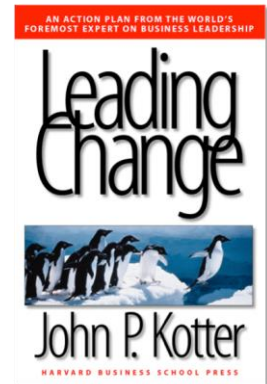
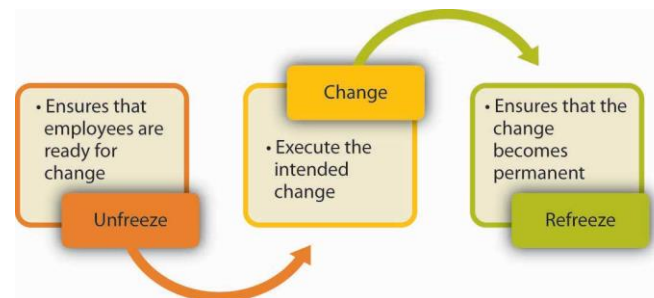
Lewin's Force Field Analysis



ATD Change Model



Lewin Unfreeze/Change/Freeze Model



Why Does Change Fail?

Eight Errors Common to Organizational Change Efforts and Their Consequences¹

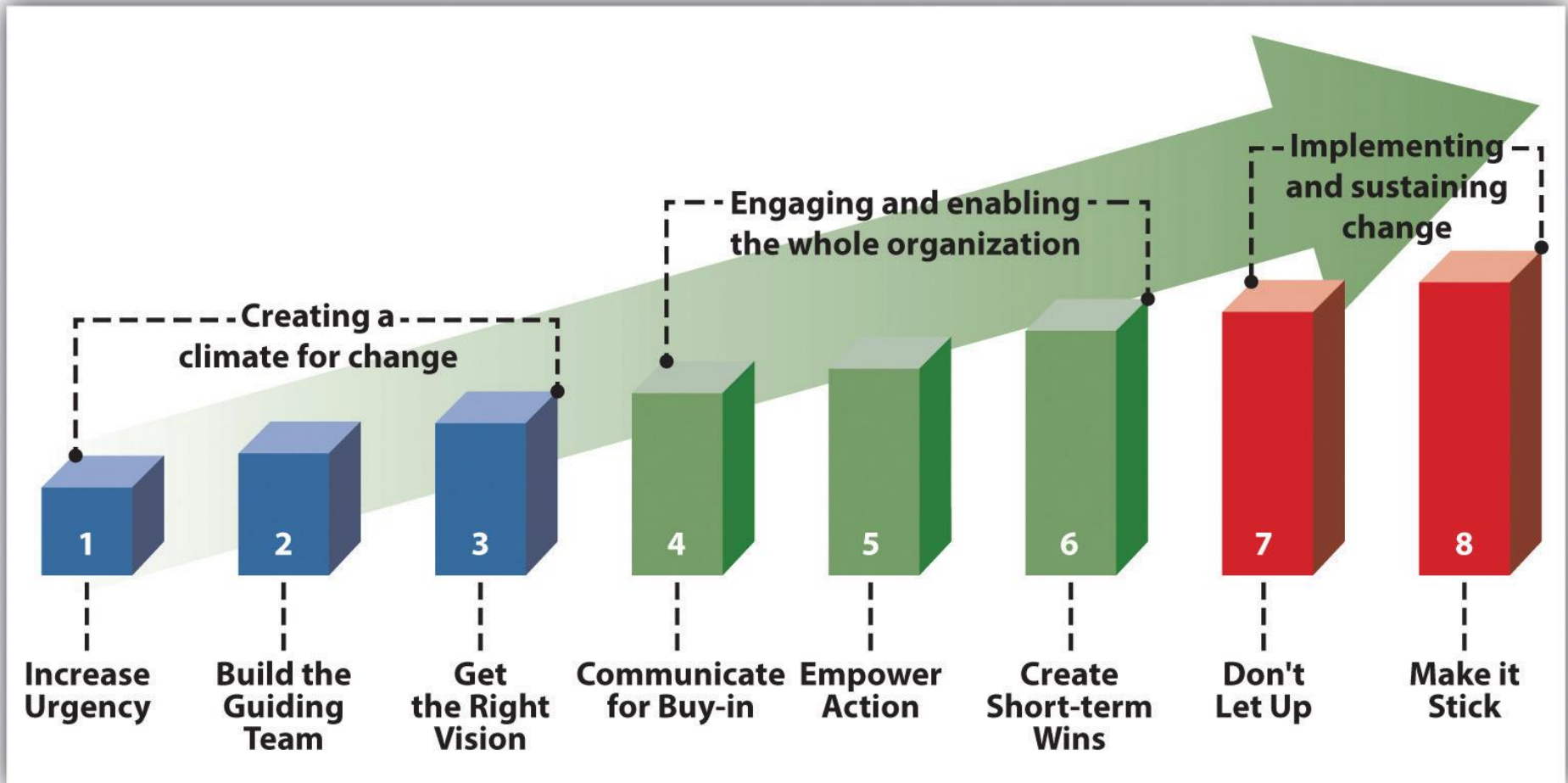
Error #1:	Allowing too much complacency
Error #2:	Failing to garner leadership support
Error #3:	Underestimating the power of vision
Error #4:	Undercommunicating the vision
Error #5:	Permitting obstacles to block the new vision
Error #6:	Failing to create short-term wins
Error #7:	Declaring victory too soon
Error #8:	Neglecting to anchor changes firmly in the culture

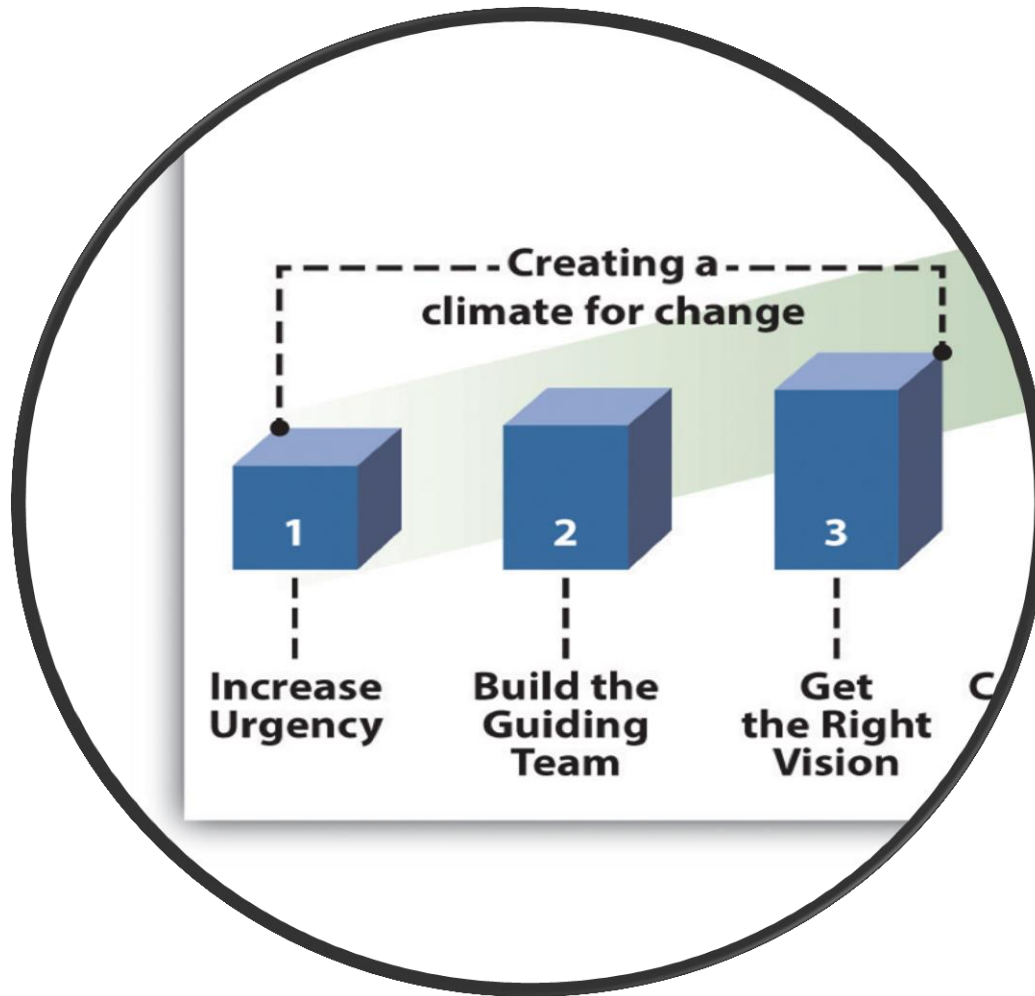


Consequences

- New strategies aren't implemented well
- Reengineering takes too long
- Quality programs don't deliver hoped-for results

John Kotter's Eight-Step Model for Change Management





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Step One- Increase Urgency

Raising a feeling of urgency is the first and most critical step in a successful change effort. With low urgency and complacency, the change effort cannot get off the ground.

What works	What does not work	Common Pitfalls
✓ Creating a compelling story. ✓ Never underestimating how much complacency, fear, and anger exists. ✓ Creating the vision.	✗ Focusing exclusively on building a “rational” business case, getting top management approval, and racing ahead while mostly ignoring all the feelings that are blocking change. ✗ Ignoring a lack of urgency and jumping immediately to creating a vision and strategy. ✗ Thinking that you can do little if you’re not the leader.	• Underestimating the difficulty of driving people from their comfort zones. • Becoming paralyzed by risks.

Tip: “Begin with the end in mind” - Steven Covey’s Seven Habits of Highly Effective People.

Desired New Behaviour: People start telling each other, “Let’s go, we need to change things!”

Step Two – Build the Guiding Team

It is important to get the right people in place who are fully committed to the change initiative, well-respected within the organization, and have power and influence to drive the change effort at their levels.

What works	What does not work	Common Pitfalls
✓ Showing enthusiasm and commitment to help draw the right people into the group. ✓ Modeling the trust and teamwork needed in the group	✗ Guiding change with weak task forces, single individuals, complex governance structures, or fragmented top teams. ✗ Not confronting the situation when power centres undermine the selection of the right team. ✗ Trying to leave out or work around the head of the unit to be changed.	• No prior experience in teamwork at the top. • Delegating team leadership to HR rather than a senior line manager.

Tip: Draft a large, diverse team made up of individuals at all levels and with different skills.

Desired New Behaviour: A group powerful enough to guide a big change is formed and they start to work together well.

Team Member Key Skills and Attributes

Skills and attributes	Considerations
Power and influence	Which senior resources need to be part of guiding teams? Are there representatives affected by the change from each major stakeholder groups? Can they sufficiently influence others in the organization?
Leadership	Do the teams include enough good leaders to drive the process?
Diversity	Do team members represent sufficiently wide range of perspectives?
Expertise	Do members have required expertise? Or if not, do they have access to SMEs or acquiring it?
Credibility	Are team members selected by virtue of their respect and credibility?

Step Three – Get the Vision Right

While creating a shared need and urgency for change may push people into action, it is the vision that will steer them into the new direction.

What works	What does not work	Common Pitfalls
✓ Trying to see – literally – possible futures. ✓ Visions that are so clear that they can be articulated in five minutes or written up on one page. ✓ Visions that are moving – such as a commitment to serving people.	✗ Assuming that linear or logical plans and budgets alone adequately guide behaviour when you are trying to leap into the future. ✗ Overly analytical, financially based vision exercises.	• Presenting a vision that's too complicated or vague to be communicated in five minutes.
Tip: Position the change around a compelling picture of the desired future state i.e., Ryerson's Master Plan.		
Desired New Behaviour: The guiding team develops the right vision and strategy for the change effort.		

Buckingham on Leadership

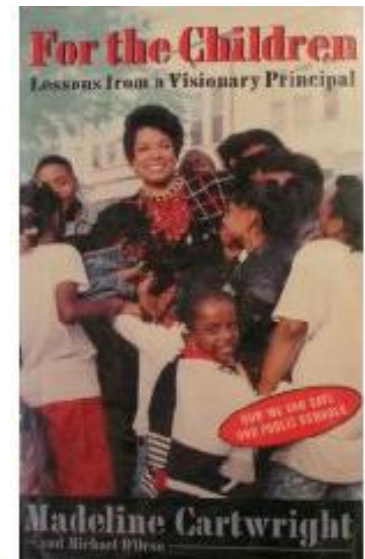
Great leaders rally people to a better future.

- Preoccupation with the future
- Vivid images of success - leaders have clear vision of what the future could be, and rally others to strive for it.
- Leaders are restless for change, impatient for progress and deeply dissatisfied with the status quo.

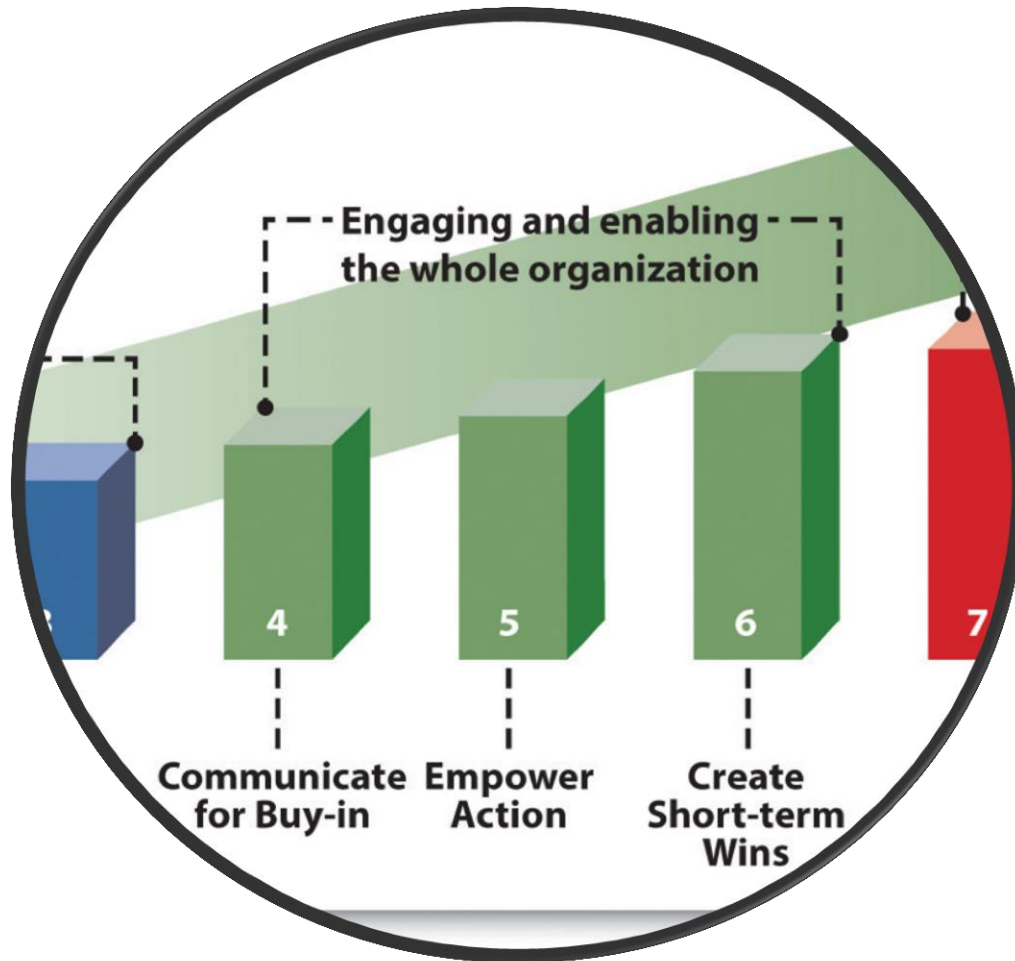


Mantra of a Leader

- I am not satisfied . .
 - Jim Dixon
 - Madeline Cartwright
 - Pursuit of safe behaviors and changing the culture



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Step Four – Communicate for Buy-in

Once a vision and strategy have been developed, they must be communicated to the organization in order to gain understanding and buy-in. Sending clear, credible, and heartfelt messages about the direction of change establishes genuine gut-level buy-in, which sets the stage for the following step: getting people to act.

What works	What does not work	Common Pitfalls
✓ Developing a communications strategy. ✓ Keeping communication simple and heartfelt. ✓ Speaking to anxieties, confusion, anger, and distrust.	✗ Under communicating, which can easily happen. ✗ Accidentally fostering cynicism by not “walking the talk”.	• Behaving in ways contrary to the vision.
Tip: Create tools that help people tailor information to their specific needs – rather than forcing more generic memos and reports into over-stuffed email and in-boxes		
Desired New Behaviour: People begin to buy into the change, and this shows in their behaviour		

Step Five – Empower Action

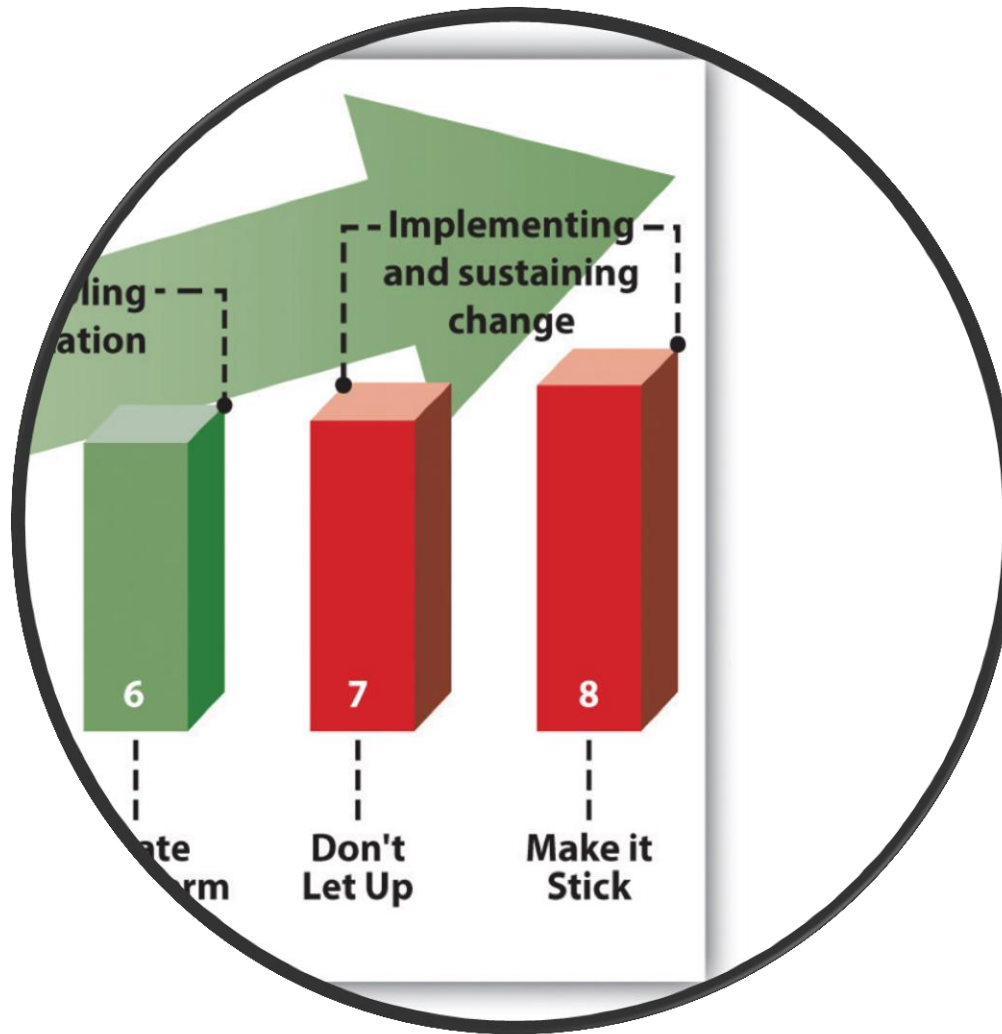
Empowering action should be seen as removing barriers to those whom we want to assist in pushing the change effort. Removing obstacles should inspire, promote optimism and build confidence around the change effort.

What works	What does not work	Common Pitfalls
✓ Finding individuals with change experience who can bolster people's self-confidence with "we-won-you-can-too" anecdotes. ✓ Recognition and reward systems that inspire, promote optimism, and build self-confidence. ✓ Feedback that can help people make better decisions.	✗ Trying to remove all the barriers at once. ✗ Giving in to your own pessimisms and fears.	• Failing to address powerful individuals who resist the change effort.
Tip: Recognize and reward excellence.		
Desired New Behaviour: More people feel able to act, and do act, on the vision.		

Step Six – Create Short-term Wins

Short-term wins nourish faith in the change effort, emotionally reward the hard workers, keep the critics at bay, and build momentum. By creating short-term wins, and being honest with feedback, progress is achieved and people are inspired.

What works	What does not work	Common Pitfalls
✓ Early wins that come fast. ✓ Wins that are as visible as possible to as many people as possible. ✓ Wins that are meaningful to others.	✗ Launching many projects all at once. ✗ Providing the first win too slowly.	• Leaving short-term successes up to chance. • Failing to score successes early enough into the change effort.
Tip: Focus on one or two goals instead of all and make sure no new initiatives are added until one of those goals is achieved and celebrated.		
Desired New Behaviour: Momentum builds as people try to fulfill the vision, while fewer and fewer resist change.		



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Step Seven – Don't Let Up

In successful efforts, people build on this momentum to make the vision a reality by keeping urgency up, eliminating unnecessary, exhausting work and not declaring victory prematurely.

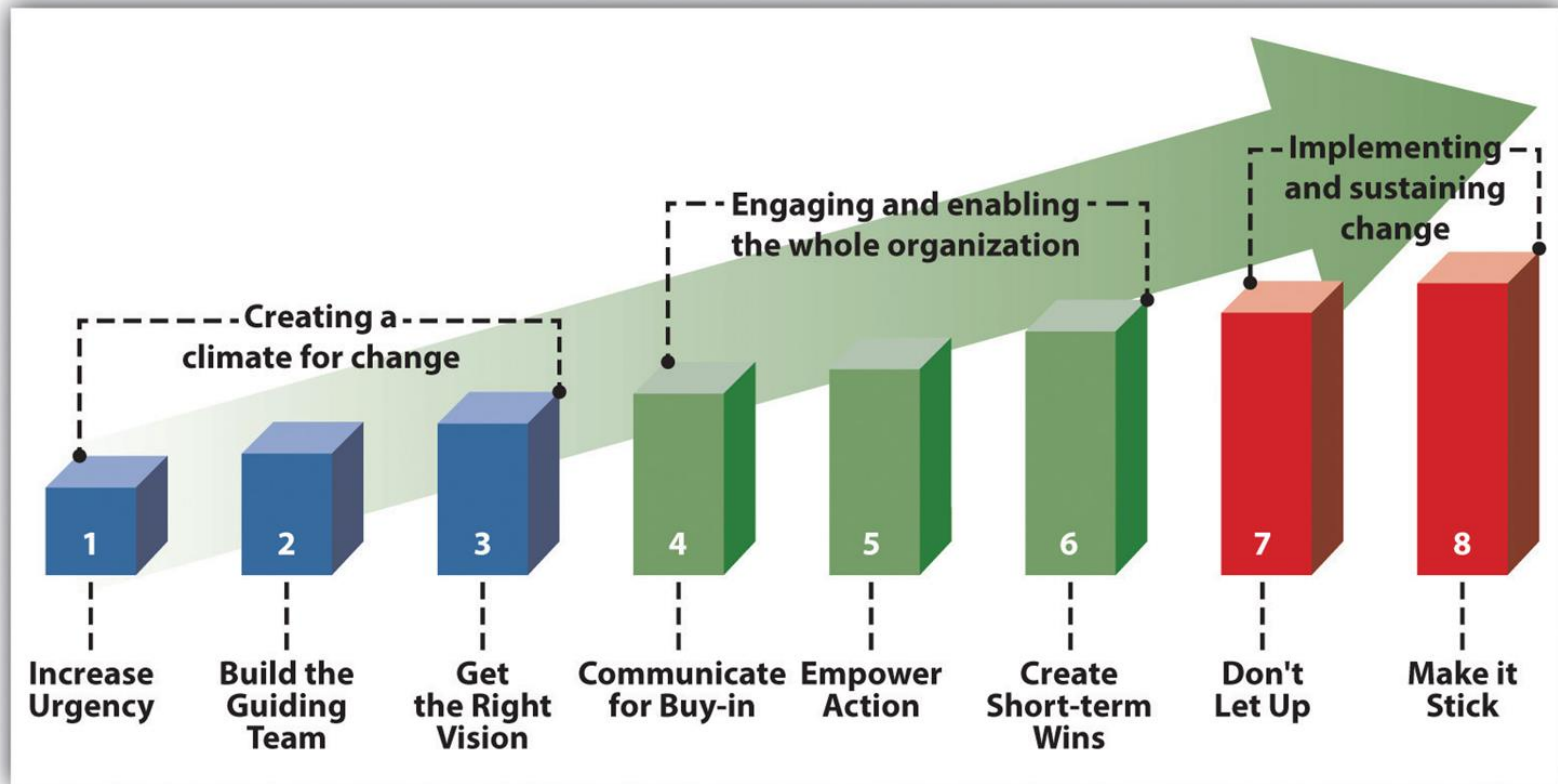
What works	What does not work	Common Pitfalls
✓ Aggressively ridding yourself of work that wears you down-tasks that were relevant in the past but not now, tasks that can be delegated. ✓ Looking constantly for ways to keep urgency up. ✓ Using new situations opportunistically to launch the next wave of change.	✗ Convincing yourself that you're done when you aren't.	• Declaring victory too soon – with the first performance improvement.
Tip: Replace a time-consuming and painstakingly detailed monthly activity report with a one-page summary that highlights only major milestones and key information.		
Desired New Behaviour: People remain energized and motivated to push change forward until the vision is fulfilled		

Step Eight – Make Change Stick

By creating a new, supportive, and sufficiently strong organizational culture, the change should remain. A supportive culture provides roots for the new ways of operating.

What works	What does not work	Common Pitfalls
✓ Telling vivid stories about the new organization, what it does, and why it succeeds ✓ Making absolutely sure you have the continuity of behaviour and results that help a new culture grow	✗ Trying to change culture as the first step in the transformation process	• Not creating new social norms and shared values consistent with changes
Tip: When introducing new hires to the organization, use videos that contain heartfelt messages from clients whose lives the department has impacted.		
Desired New Behaviour: New and winning behaviour continues despite the pull of tradition, turnover of change leaders, etc.		

Some concluding thoughts . . .



Key Principles of the Eight Steps

- Every step is necessary and establishes solid foundations. Omitting a step can be fatal.
- The process is dynamic. Large scale change is never straightforward. The process may start in the middle with a team, or short term wins to boost urgency.
- Several of the steps can happen simultaneously and continuously. Some steps such as communicating or increasing urgency happen throughout the process.
- Change is iterative, not linear. Sometimes it is necessary to retrace steps to move forward.

Implementation barriers

- Lack of vision, leadership support, alignment
- History of poor implementations
- Lack of time, resources
- Environment of low risk taking
- Lack of communication
- Failure to plan and manage resistance
- Poor follow-through

Successful change . . .

- Is the result of careful planning, not accidental
- Is hard; it's tough to change people and the path they are on
- Change is loss – allow people to grieve
- Requires a lot of effort and persistence
- But the results can be spectacular!

THANKS FOR
Your Participation!

What questions do you have?

For more information:

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