



Managing Change

“It’s not so much that we’re afraid of change, or so in love with the old ways, but it’s the place in between that we fear... it’s like being between trapezes. It’s Linus when his blanket is in the dryer. There’s nothing to hold on to.”

- M. Ferguson

The Adaptive Organization

- Willingness to make change
 - Identifies problems quickly
 - Internal and external looking
 - Implements solutions rapidly
 - Focus on innovation
 - Upward communication
 - Trust
- Risk taking is rewarded
 - Candidness
 - Open to feedback
 - Enthusiasm
 - Long-term focus
 - Skill Development
 - Learning Organization

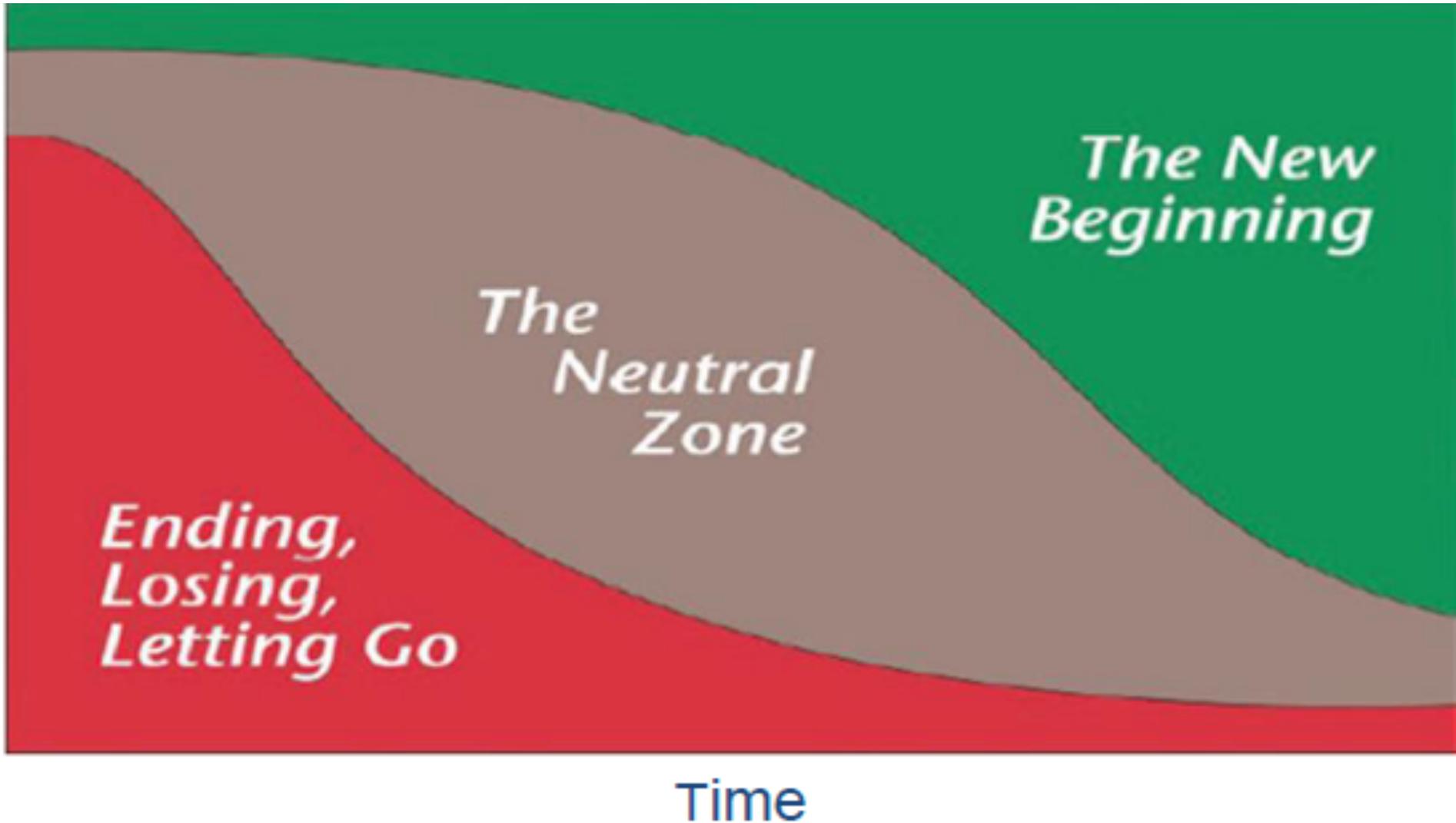
Exercise 1

- Think of one **successful change** in your work environment. List the successful change variables that were in place. What was the critical factor(s) for the success of the change?
- Think of some unsuccessful change from your environment. List the **resistance to change** variables that were present. What was the critical factor(s) that thwarted the change?

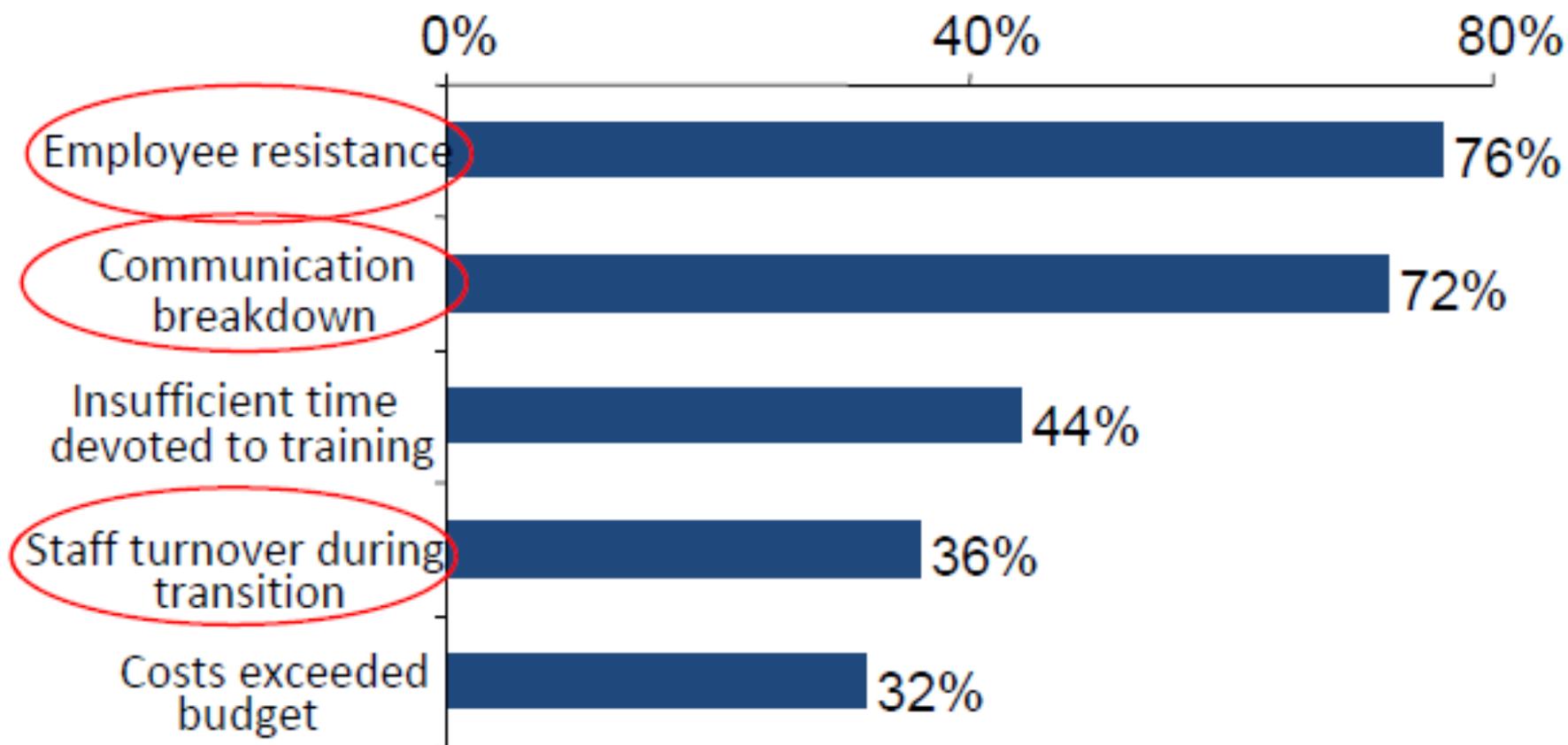
Prerequisites for Change

- **Vision:** Develop, articulate and communicate a shared vision of the desired change
- **Need:** A compelling need has been developed and is shared
- **Means:** The practical means to achieve vision: planned, developed and implemented
- **Rewards:** Aligned to encourage appropriate behavior compatible with vision and change
- **Feedback:** Given Frequently

Bridges Three Stages of Change



Obstacles Experienced during Major Organizational Changes



Eight Errors Common to Organizational Change Efforts and Their Consequences^{iv}

- | | |
|-----------|--|
| 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 |

General reasons to resistance to change

Inertia

- The tendency to remain unchanged. The old way of doing things are comfortable and easy, so people do not want to change or try something new.

General reasons to resistance to change

Inertia

Timing

- Poor timing may cause resistance. When employees and managers are in bad relations, the time to introduce change is not fit.

General reasons to resistance to change

Inertia

Timing

Surprise

- Resistance may occur when the change is unexpected or sudden for employees. .

General reasons to resistance to change

Inertia

Timing

Surprise

Peer pressure

- **Individuals may resist a change when the team resists, even if the individual does not strongly oppose the change.**

Specific reasons for resistance to change

Self-interest

- Individuals may resist a change if they feel it will cause them to lose something.

Specific reasons for resistance to change

Self-interest

Misunderstanding

- Employees may resist a change because they do not fully understand its purpose or benefits even if it will benefit them.

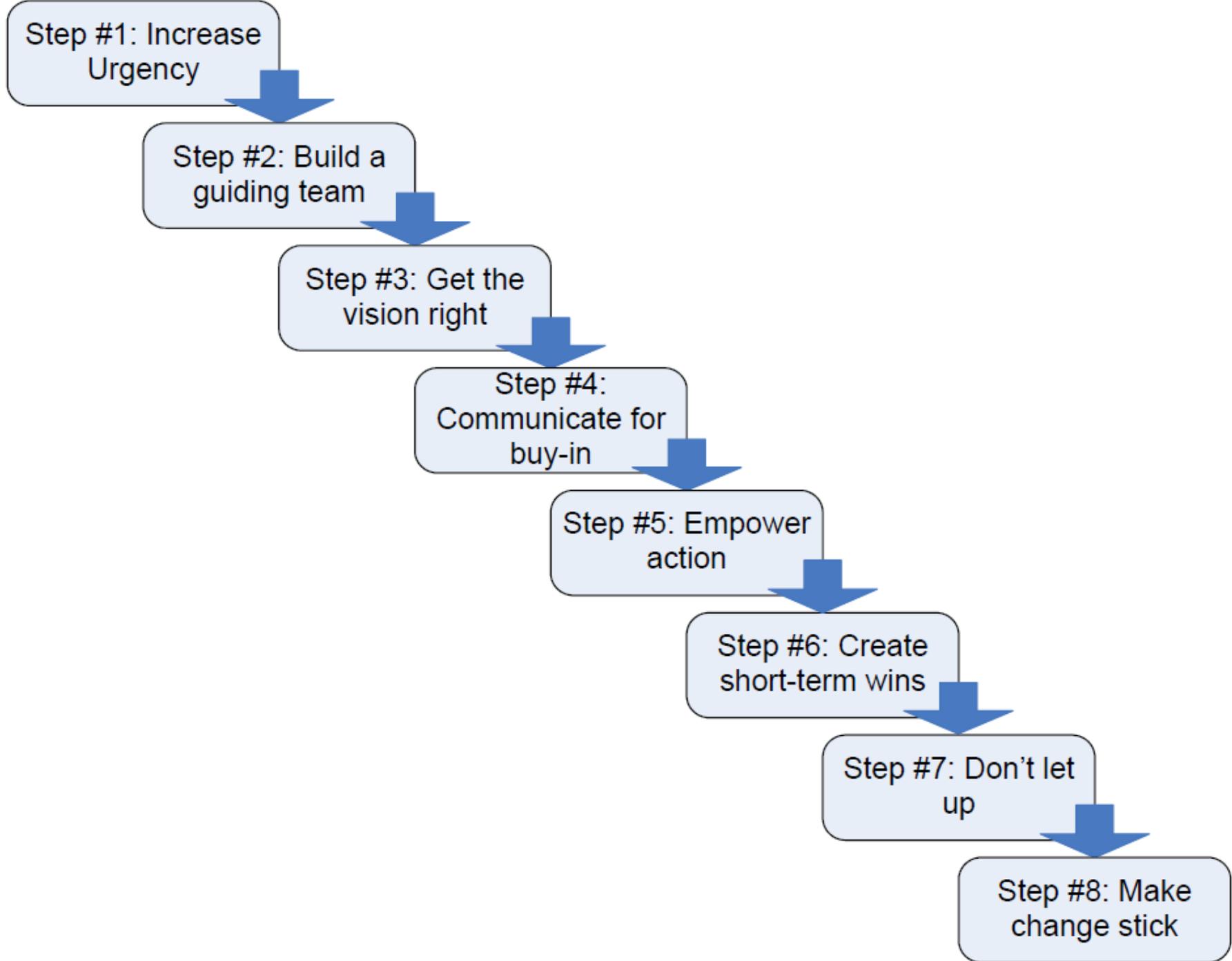
Specific reasons to resistance to change

Self-interest

Misunderstanding

Different assessment

- Employees and management may see the change and its advantages in a different way.
- Management may see the change as increased efficiency while employees may see only the costs of it.



Eight Steps to Effective Change Management

Increase Urgency

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ Creating a compelling story.✓ Never underestimating how much complacency, fear, and anger exists.✓ Creating the vision.	<ul style="list-style-type: none">✗ 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.	<ul style="list-style-type: none">• 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!"

Eight Steps to Effective Change Management

Build a Guiding Team

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none"> ✓ Showing enthusiasm and commitment to help draw the right people into the group. ✓ Modeling the trust and teamwork needed in the group 	<ul style="list-style-type: none"> ✗ 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. 	<ul style="list-style-type: none"> • 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.

Eight Steps to Effective Change Management

Get the Vision Right

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ 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.	<ul style="list-style-type: none">✗ 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.	<ul style="list-style-type: none">• 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.

Eight Steps to Effective Change Management

Communicate to get buy-in.

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ Developing a communications strategy.✓ Keeping communication simple and heartfelt.✓ Speaking to anxieties, confusion, anger, and distrust.	<ul style="list-style-type: none">✗ Under communicating, which can easily happen.✗ Accidentally fostering cynicism by not “walking the talk”.	<ul style="list-style-type: none">● 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

Eight Steps to Effective Change Management

Empower Action

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ 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.	<ul style="list-style-type: none">✗ Trying to remove all the barriers at once.✗ Giving in to your own pessimisms and fears.	<ul style="list-style-type: none">• 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.

Eight Steps to Effective Change Management

Create Short Term Wins

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ Early wins that come fast.✓ Wins that are as visible as possible to as many people as possible.✓ Wins that are meaningful to others.	<ul style="list-style-type: none">✗ Launching many projects all at once.✗ Providing the first win too slowly.	<ul style="list-style-type: none">• 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.

Eight Steps to Effective Change Management

Persist

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ 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.	<ul style="list-style-type: none">✗ Convincing yourself that you're done when you aren't.	<ul style="list-style-type: none">• 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

Eight Steps to Effective Change Management

Make Changes Stick.

What works	What does not work	Common Pitfalls
<ul style="list-style-type: none">✓ 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	<ul style="list-style-type: none">✗ Trying to change culture as the first step in the transformation process	<ul style="list-style-type: none">• 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.

Stage 1 – Ending and Letting Go

Possible Reactions:	Tips for Leaders
<ul style="list-style-type: none">• Sense of shock• Fear• Resentment• Apathy• Loss	<ol style="list-style-type: none">1. Identify what each individual will be losing2. Accept your employees' reactions3. Be open about losses and show empathy to those affected4. Look for ways to compensate your employees for their losses5. Provide your employees with lots of information6. Show care and concern7. Ask for reactions8. Listen and pay attention to what you are hearing9. Allow people time to grieve10. Respond to the questions
Behaviours to watch for: <ul style="list-style-type: none">• Asking questions• Challenging• Complaining• Failing to see any positive outcomes• Trouble sleeping• Withdrawal• Blame	

What they are saying:
“Why can't things stay the same?”
“This will never work”

Stage 2 – The Neutral Zone

Possible Reactions:	Tips for Leaders
<ul style="list-style-type: none">• Anxiety• Confusion• Decreased motivation (which can result in lack of productivity)• Some hope	<ol style="list-style-type: none">1. Talk to your staff and faculty about the feelings they can expect at this stage2. Create temporary policies, procedures or structures as necessary3. Strengthen connections within your team4. Encourage your employees to think of new ways of doing things5. Involve people in trying out ideas6. Start training people on the new skills they will need7. Continue to explain the purpose and plan
Behaviours to watch for:	
<ul style="list-style-type: none">• Adjustment• Bargaining• Willingness to get involved	

What they are saying:
“Things are a mess, we are so unorganized”
“Here we go again!”

Stage 3 – The New Beginning

Possible Reactions:	Tips for Leaders
<ul style="list-style-type: none">• New energy• New identity• Sense of purpose.	<ol style="list-style-type: none">1. Explain the purpose for the new beginning2. Continue to communicate the vision: what will the outcome of the change look like3. Develop a transition plan: when they will receive information, training and support4. Give your employees parts to play in the transition
Behaviours to watch for:	
<ul style="list-style-type: none">• Rebuilding• Cooperation• Clear focus and planning	

What they are saying:
"What can we do to make this work?"
"When you get used to it...it's not bad"

Additional Tips for Overcoming Resistance

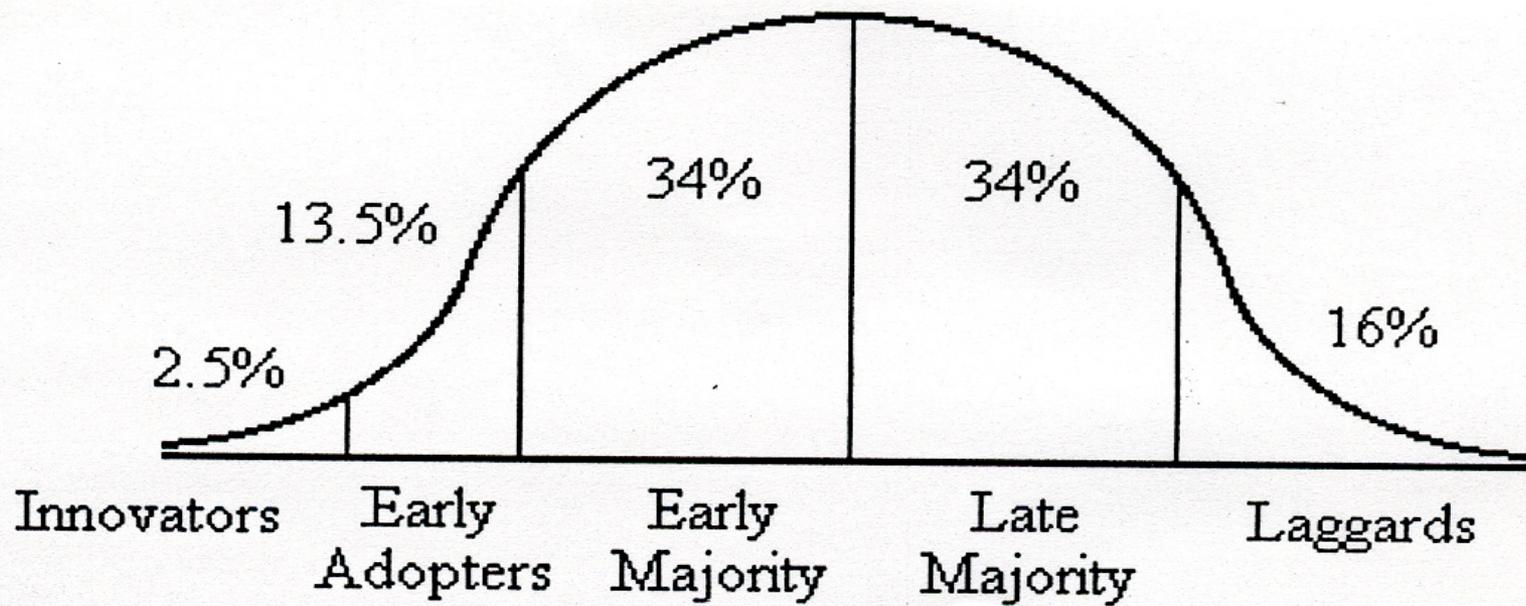
Reasons Employees Resist	Strategies
<ul style="list-style-type: none">• Employees feel they will suffer from the change	<ul style="list-style-type: none">• Use communication strategy that solicits employee input
<ul style="list-style-type: none">• Organization does not communicate expectations clearly	<ul style="list-style-type: none">• Do not send mixed signals regarding the change; this will increase employee distrust
<ul style="list-style-type: none">• Employees perceive more work with fewer opportunities	<ul style="list-style-type: none">• Communicate clear vision of the change• Provide timely education
<ul style="list-style-type: none">• Change requires altering a long-standing habit	<ul style="list-style-type: none">• Identify employee concerns and unresolved implementation issues
<ul style="list-style-type: none">• Relationships harbour unresolved resentments	<ul style="list-style-type: none">• Provide employees with a timeline and a defined approach and outcome
<ul style="list-style-type: none">• Employees lack feeling of job security• Change alters existing social interactions	<ul style="list-style-type: none">• Communicate how employees will benefit from the change
<ul style="list-style-type: none">• Organization lacks adequate reward process• Organization lacks sufficient resources	<ul style="list-style-type: none">• Develop procedures to address employees who will be negatively affected by the change

Team Charter

	Area	Discussion points/Check List
Why	<ul style="list-style-type: none"> ✓ Expectations ✓ Purpose 	<ul style="list-style-type: none"> <input type="checkbox"/> Why are we doing this?
What	<ul style="list-style-type: none"> ✓ Goals ✓ Scope ✓ Timeline ✓ Success Indicators 	<ul style="list-style-type: none"> <input type="checkbox"/> In what areas are results absolutely essential? <input type="checkbox"/> How will those areas be measured, what will they look like?
What	<ul style="list-style-type: none"> ✓ Nature and organization of work 	<ul style="list-style-type: none"> <input type="checkbox"/> Who outside our team/unit or department who must we involve, inform or consult with? <input type="checkbox"/> What decisions need approval from someone outside our team (if appropriate)? <input type="checkbox"/> What is not in our scope of work (though other might think it is)? <input type="checkbox"/> What authority does the team have to act independently?
	<ul style="list-style-type: none"> <input type="checkbox"/> Roles and Responsibilities 	<ul style="list-style-type: none"> <input type="checkbox"/> What role(s) and area(s) of responsibility does each team member and leader have? <input type="checkbox"/> During meetings, who will chair the meeting, who will take notes?
	<ul style="list-style-type: none"> <input type="checkbox"/> Guiding Principles <input type="checkbox"/> Norms 	<ul style="list-style-type: none"> <input type="checkbox"/> What behaviours will we hold one another accountable so we can be an effective team? <input type="checkbox"/> Do we have “team norms” or “rules of engagement” to refer to?
	<ul style="list-style-type: none"> <input type="checkbox"/> Operating Principles 	<ul style="list-style-type: none"> <input type="checkbox"/> How will the team make decisions; resolve conflicts? <input type="checkbox"/> How often and how long will we meet as a team?

Rogers: Adopter Categories

- innovators - the first 2.5% to adopt the innovation
- early adopters - the next 13.5% to adopt the new idea
- early majority - next 34% of the adopters
- late majority - the next 34% to embrace the change
- laggards - the last 16% to adopt the innovation



Lewins Force Diagram

