



---

# Organizational Change Management

# It's A Journey





# 3 Guarantees of Change

- No matter how well planned, change will not be trouble free.
- Change will not go away – it will only go faster.
- Each of us is responsible for making change successful for ourselves, our team, and our organization.

# Exercise



## Pick A Partner

- Turn with your backs to one another – no talking or communication
- Change 3 things about your appearance
- Turn around – try to identify the 3 things the other person has changed

# Teaching Points



- We tend to quickly revert back to the familiar
- People generally take something off – change often equates to ‘losing’ something
- We tend to focus more on ourselves – rarely do we see other resources that are available to us
- We can sometimes make it hard for the other person to see the changes we’re making
- We sometimes make change competitive rather than collaborative

# Predictable Dynamics of Change



- No matter how exciting the change ... expect a sense of loss
- No matter how competent people are ... expect a sense of confusion and ambiguity
- Expect the confusion and ambiguity to lead to ... a deterioration of trust and increased self-preservation behavior

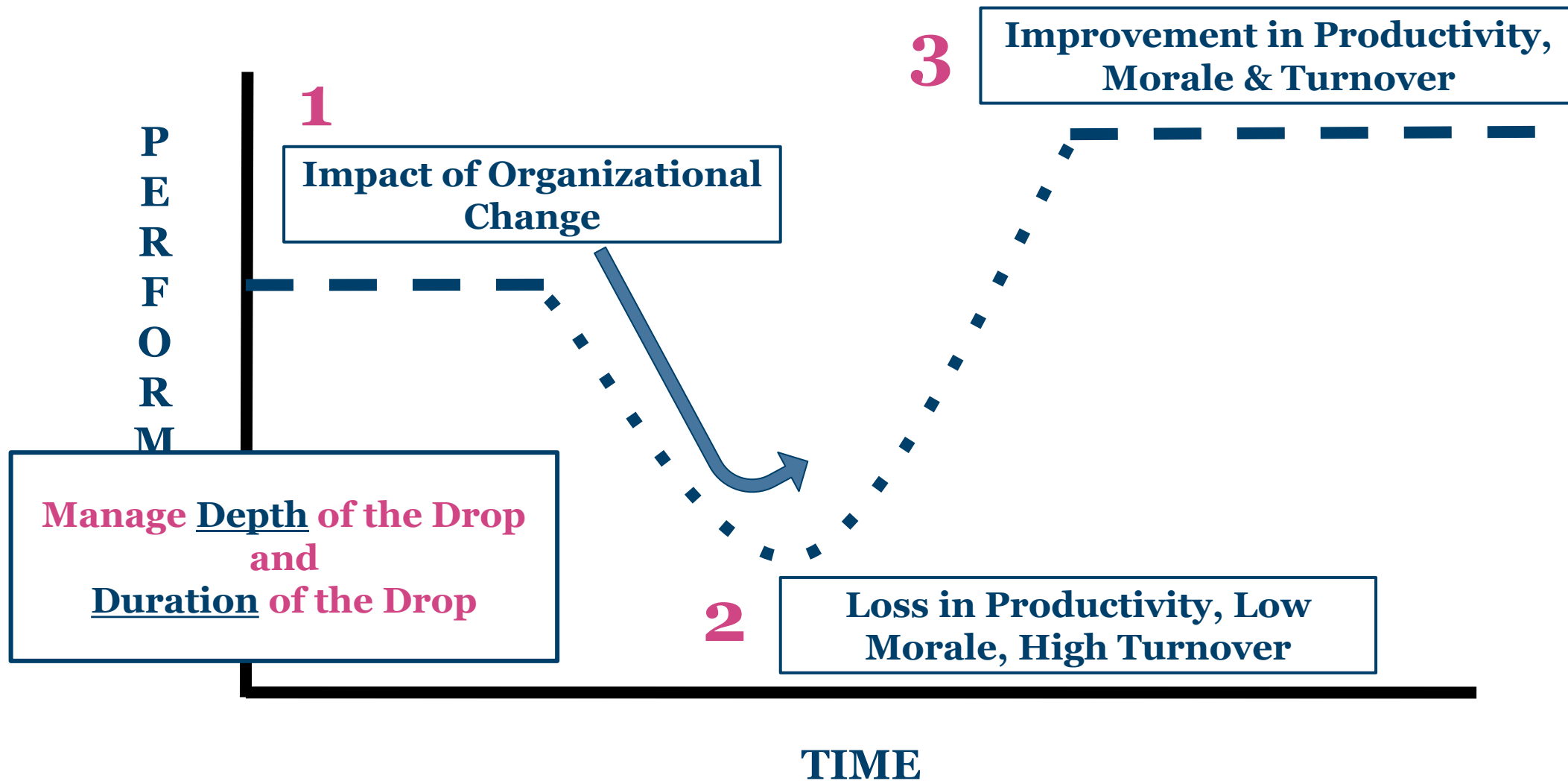


# Productivity Curve





# Productivity Curve



# Stages of Resistance



1. Betrayal:

Shock ... Anger

2. Denial:

Disbelief

3. Identity Crisis:

Suffering ... Anger

4. Search for Solutions:

Resolution

# Exercise



- With your dominant hand, write your first name on a piece of paper as many times as you can in 30 seconds
- Count how many times you wrote it

# Exercise



- With your dominant hand, write your first name on a piece of paper as many times as you can in 30 seconds
- Count how many times you wrote it
- Second time ... with your non-dominant hand, write your first name on a piece of paper as many times as you can in 30 seconds
- Count how many times you wrote it

# Teaching Points



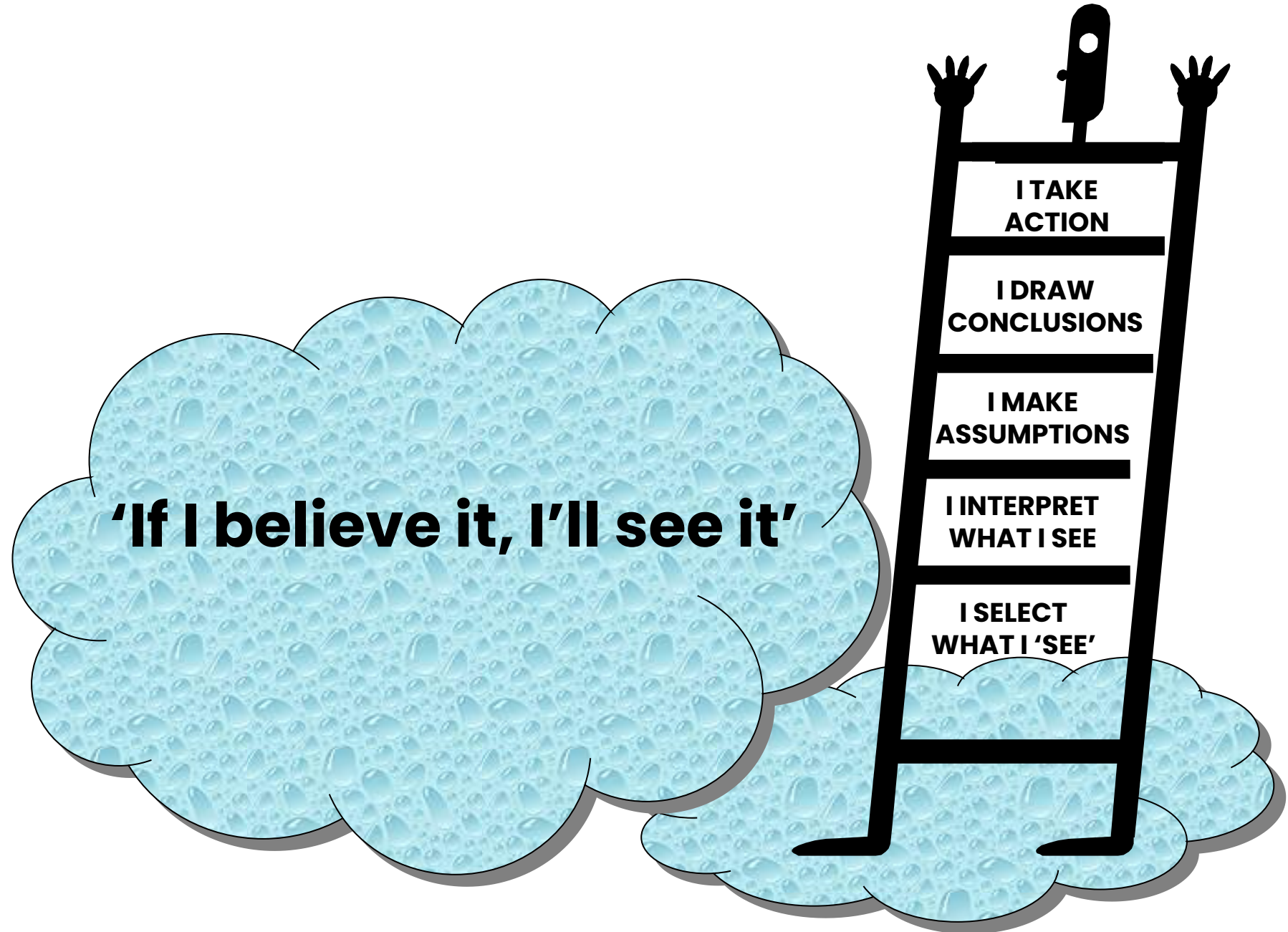
- Quality
- Quantity
- Effort

# Change Readiness Assessment



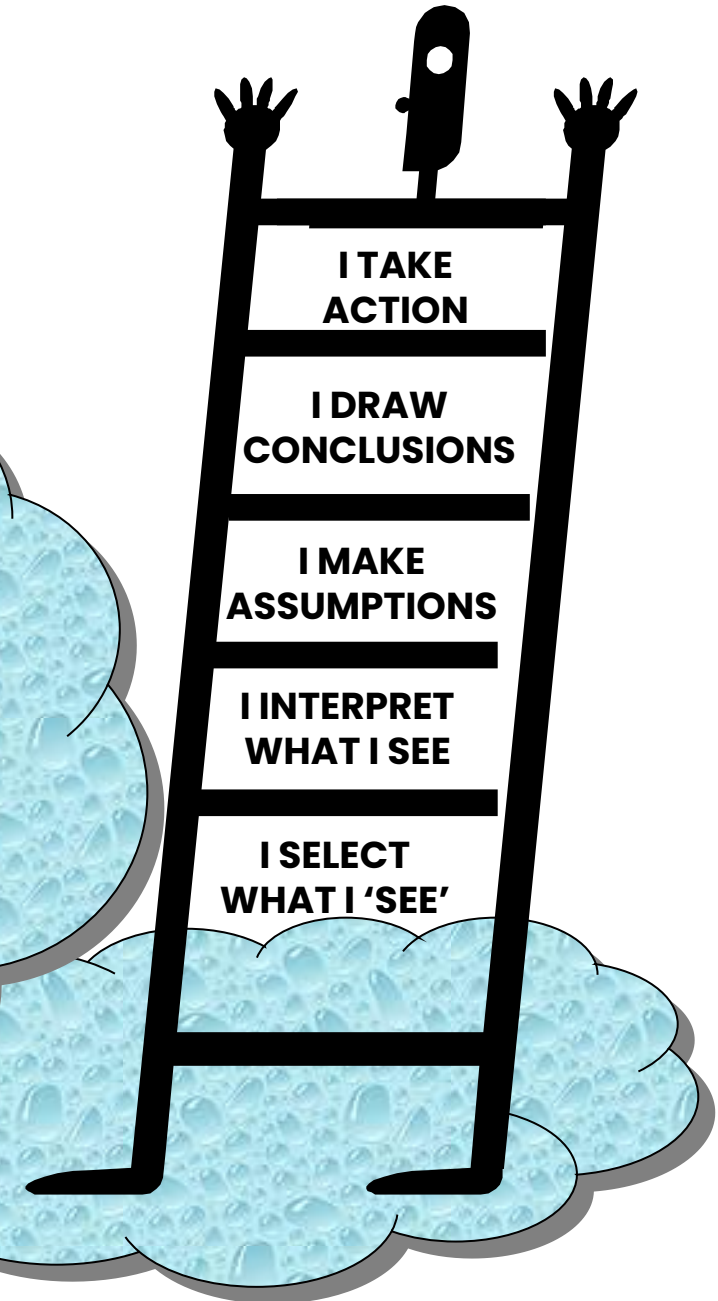
Category	Definition	Strategy
"I'm on Board"	Full speed ahead!	Reward them.
"I'll be Politically Correct"	I'll learn the new language. I may speak negatively about it to close confidantes but never to senior management.	Determine and communicate the consequences of their continued passive/aggressive behavior.
"I Have Issues"	I'll need to identify and resolve specific issues in order to support change.	Listen to their issues and resolve as many as you can.
"I'm Trying"	I want to get on board but I'm not sure what I'm supposed to do.	Determine how much time and resource you are willing to commit to get them on board.
"No Way"	There is no way this will work and I'll say so publicly and loudly.	Determine how much time you are going to give them to get them on board.

# Ladder of Inference



# Ladder of Inference

- **We all have a ladder.**
- **We all make up stories.**
- **Our choice is whether or not we will 'hold on' to those stories.**
- **Ask yourself – “What else could be true?”**
- **Say to the other person, “Help me understand...”**



# Distractions of Change

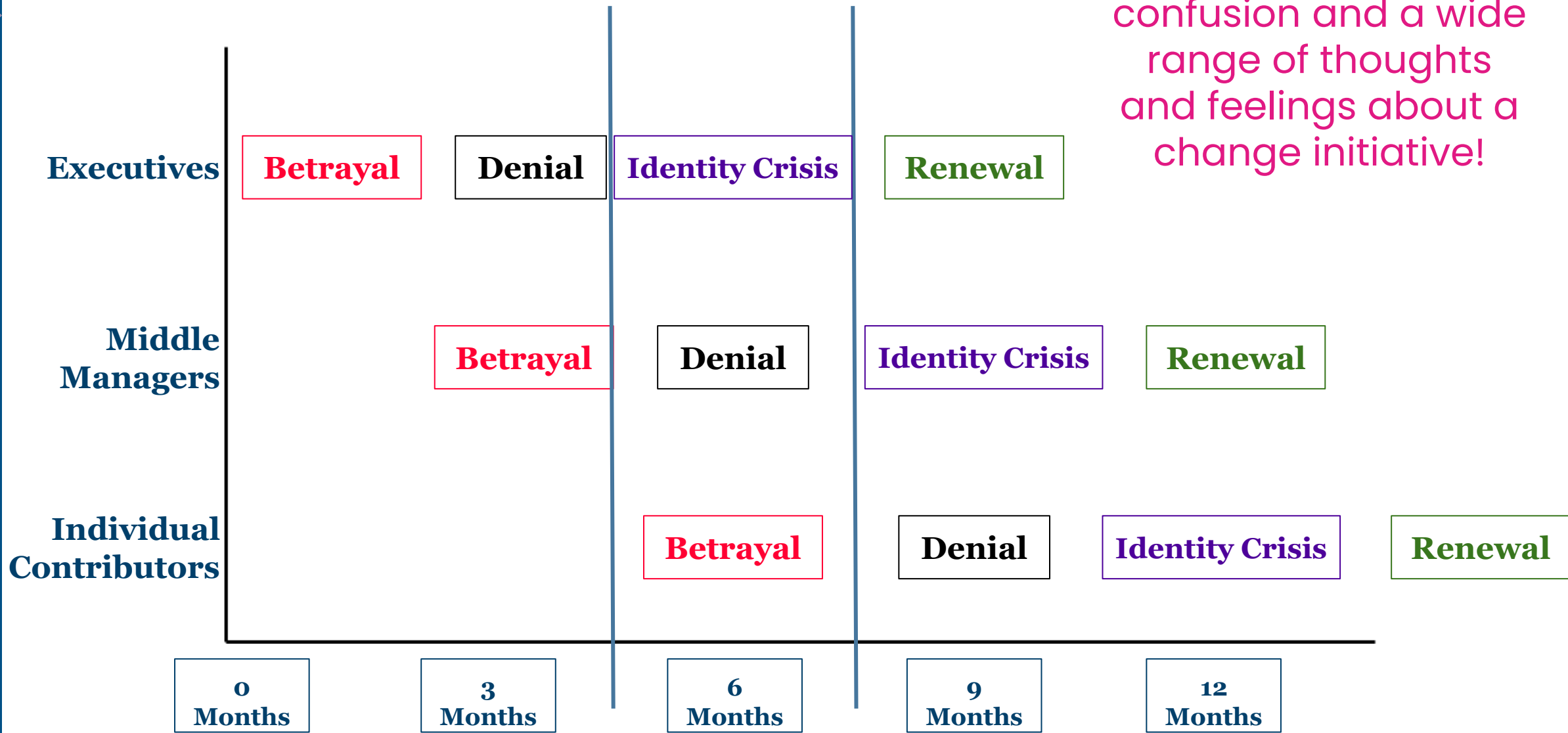
The Department of Labor estimates that during times of change, the average employee loses 3.6 hours per day due to distractions.



## Exercise

Stage 1	Stage 2	Stage 3	Stage 4
Betrayal	Denial	Search for Solutions	Renewal
Point Zero First news about change	Months 1 & 2	Months 3 & 4	Months 5 & 6

Note: Actual times will vary from change to change, organization to organization, and person to person.



No wonder there is confusion and a wide range of thoughts and feelings about a change initiative!

# Communicating Rules of Thumb



- When you don't have answers, don't give answers. Instead, promise change, and let them know where we are in the process.
- Even your silence can be interpreted, and probably not favorably. Gaps will be filled by the grapevine. Tell people what you don't know as well as what you do know.
- Invite people to talk rather than just touting the party line to them. It increases your credibility and helps you uncover bad news before it becomes terrible news.
- Strongly communicate a clear vision for your area, even if it changes every week. The vision keeps people from drifting.



# Tools for Managing Change

1. Set expectations to meet reality
2. Recognize inconspicuous successes
3. Skate fast on thin ice
4. Communicate with the Rules of 8's
5. Influence what you can and let the rest go

When we know better, we do better.

