

Leading through Change

*Lord give me the tolerance to accept what I cannot change
The courage to change what I can change
The wisdom to know the difference. (St Augustine)*

The only certainty is change. (The Buddha)

Managing Change Management - Overview
The Change Equation

Transitions and Personal Change

Coping with Change - Enhancing Resilience

Change Checklist

Individual Change Skills

The Entrepreneurs Ten Commandments

Is the Organisation ready to change

Helps/Hinders (Force field Analysis)

Key Roles in Change: Sponsors, Targets, Change Agents

Chaos and Complexity - Strategic Thinking

Guidelines for Building Commitment

Culture and Change



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Managing Change

The fear and anxiety associated with change is not so much to do with whether the change is viewed as positive or negative, nor even when we instigate the change, or have it forced on us. The natural anxiety occurs when our expectations of life are not met. If we expect a particular outcome be it good or bad and the actuality is radically different we will experience anxiety. Often logically our "head" may be ready for and accept the change, but our "hearts" take longer to come to terms with the change and its implications

We each have our own pace of change at which we are able to absorb efficiently the many changes life throws at us. Think of individuals as a sponges, absorbing the change. Sooner or later as with a normal sponge it will be totally full, with water or with change. Then when more change happens it cannot be absorbed! If we are asked to absorb change quicker than our natural pace then dysfunctional behaviour will result. Dysfunctional behaviour is defined as that which diverts energy and resources away from the overall purpose to which we are working. i.e. being negative, feeling anger, frustration, hopeless, despair, attacking others, blaming, running away, denial.

The phenomenon of "Future Shock" coined by Alvin Toffler, is defined as the shattering stress and disorientation which we induce in individuals by introducing too much change in too short a time. If change is being introduced then we must take account of the factors affecting individual's "Pace of Change" and try to help them increase their resilience. Personal Resilience is the ability to absorb and cope with change and bounce back to equilibrium as soon as possible.

The Change Equation

Pressure for Change
+ *A Clear Shared Vision*
+ *Knowledge of Practical Steps*
+ *Capacity for Change*

must be greater the

The Cost of Change

If the first four aspects of change are less than the considerable costs of change, change will be resisted or be ineffective. All those first factors must be present. If not then:

Missing

Result

Pressure for Change

Low Priority (Bottom of the In-Basket)

A Clear Shared Vision

Fast Start that fades out

Knowledge of Practical Steps

False Starts, Ineffectiveness

Capacity for Change

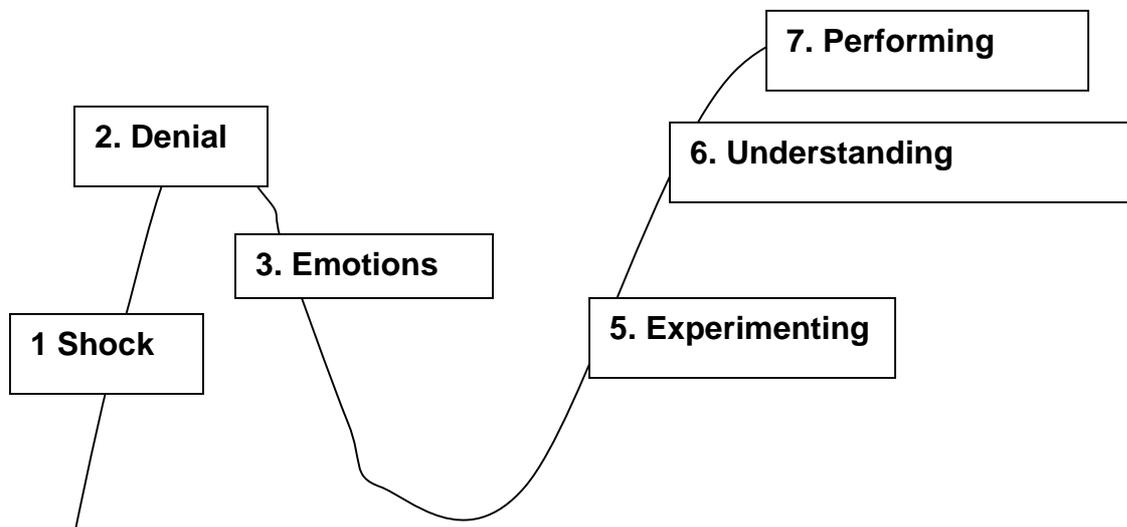
Stress, frustration, anxiety

The Nature of Change - the Transition Curve

Resistance to change is a natural reaction to anything causing disruption and loss of equilibrium. People can only change when they are able and willing to. That is they are capable and are motivated to. Deficiency in skills should be addressed with training and coaching. A lack of willingness should be addressed first by understanding the reasons and by dealing with them.

Resistance can be covert or overt. Where it is covert it is very difficult to overcome. If resistance is treated as normal and individual patterns of resistance are respected, then resistance is much more likely to be open. If it is open it can be resolved. Resilient Individuals and organisations avoid wasting the energy and potential learning opportunities which occur when resistance is expressed covertly. Winners use Judo mentality - use the other's energy to succeed.

When faced with change - any change, positive or negative, we go through the transition curve. In any change people appear to follow a curve such as the one below. The process is not as smooth and there will be many variations but the curve acts as a good guide.



The curve applies to any kind of change, positive or negative, wanted or unwanted. e.g. marriage. divorce, promotion, redundancy, retirement. One explanation for it is that in all these cases we ourselves have to change the way we view the world and that causes stress, hence the dip. The curve applies to other emotions. Elizabeth Kubler-Ross used it originally to describe the stages that those who knew they were dying went through.

4. Acceptance

Stage 1 is shock, temporary paralysis, disbelief. Positive changes bring this state as well. e.g. when you are unable to believe your good luck.

Stage 2 represents an attempt to return to pre-stage 1. In other words you deny that anything has happened and continue as before. Some people get stuck at this stage. For example so called 'whizz-kids' who change jobs every couple of years so that they can escape the consequences of their mistakes and not have to admit that they need to learn. (Everyone makes mistakes, the wise person learns from theirs by going through Stage 2 into Stage 3 etc.). Other people find it difficult to accept that a loved one has died and so hold back their grief and freeze at Stage 2.

Stage 3 is the downward slope. It is the stage of emotionality, of fear, of grief, of anger and blame. There is no point being logical here, of reasoning. To help someone in this stage just support and accept their emotionality. Eventually they come to a point of acceptance -

Stage 4, where they are drained and empty, ready to rebuild. Stage 4 is the bottom of the curve. This applies to alcoholics of course. They have to admit they are (Stage 2+) and then face up to their problems until they reach Stage 4. Sometimes it is necessary when people are capable of it to help them go through Stage 3. It could be thought that people or companies which make people redundant or cause other changes without offering emotional as well as other support are acting unethically.

Stage 5 is one of trying new ways of doing things, of experimenting and learning and then in

Stage 6 trying to understand what lies at the basis of the new behaviours.

Stage 7 is the coming together of new behaviours and meanings and a return to effectiveness.

The curve is, of course, very similar to a **learning curve**. It entails risk. We do not know what is going to happen; we may fail and have to revert back. It involves cost and stress. But it is what people mean by 'experience', by

'wisdom'. Having got used to change we can do it again. Advanced societies have rituals to help us through: The idea of a 'honeymoon'; the initiation of boys and girls into adulthood; gives people a clear and direct support for change - unlike the prolonged adolescence of some of the western world. The curve also helps to make change exciting and fun -- once we are aware of it.

Coping with Change

For Stress

- Create a personal stability zone, something or somewhere where things are the same which acts as an anchor point for relation
- Recognise that stress is inevitable and not to worry about it but manage it.
- Use support systems.

For Decision-making

Recognise that decision-making capabilities may not be fully effective and act accordingly. i.e.

- Shielding -- Cutting down on information coming in and decisions that have to be made.
- Procrastination -- (Planned!) avoiding making decisions until more information is available.
- Prioritising -- Putting effort into the important decisions, leaving the less important.
- Time Management -- Planning the work load.

Enhancing Resilience

Successful people aim to increase their pool of available assimilation points by helping themselves and those around them to understand the mechanisms of change processes better for each change, by anticipating and planning for changes and by communicating better. The way people tend to react to change can be pictured on a continuum, from Danger Oriented to Opportunity oriented. Those who are more opportunity oriented have a higher resilience in change.

Although we may have our "natural" resilience level, it is possible to increase our own and others' levels of resilience. This involves unlearning some bad habits which hinder resilience and learning to do more of what naturally resilient people do.

Be Positive (Optimistic) about yourself and your capacities and the world

Be Focused Have a sense of direction, a personal vision

Be Flexible Adapt both your thinking and your ways of dealing with people

Be Proactive Don't sit around waiting, act

Be Resourceful Use your resources wisely don't squander them

Change Check list

1. Identify major changes in your past life, both personal and work related.
 - How did you cope?
 - How long did they take?
 - How much stress was involved?
 - Did they follow the general curve?
 - What coping styles did you use?

2. Where are you now, either personally or work related, on the curve?

3. In future transitions what are your strategies for;
 - managing stress?
 - dealing with decisions?

4. Are you aware of your own individual style?

5. What personal anchor points do you have?

6. What support systems?

7. What knowledge do you have about the new situation?

8. What skills do you have for coping with the change?
 - Interpersonal?
 - Cognitive?

9. What personal changes do you expect to happen in the future? Can you plan and anticipate their effects?

10. How will future changes meet your needs?

Individual Change Skills

Below are some of the skills needed for the various stages of change. The list is not inclusive but covers the main competencies. As you go through them rate your level of ability from Low (L) through Medium (M) to High (H). Once you have done this pick out your three main strengths and decide how best you can use them.

Skill			
<p><u>Understanding Your Organisation</u></p> <ul style="list-style-type: none"> • Understands the organisation - business context, goals and strategy • Identifies values and assumptions (culture) of people in organisation • Understands subcultures and groups in organisation • Reads culture - symbolism, physical setting, how people work together 			
<p><u>Shaping the Future</u></p> <ul style="list-style-type: none"> • Involves others in developing future direction (vision) • Encourages cross-functional collaboration • Sets clear targets and standards • Analyses helps and hinders in implementing change • Strong personal commitment to achieving change • Strong personal commitment to achieving change • Gets appropriate resource to achieve change 			
<p><u>Getting Commitment</u></p> <ul style="list-style-type: none"> • Encourages others to express their feelings, views, opinions • Handles conflicts, negotiates, persuades • Provides others with rewards and recognition • Builds networks and relations with others • Understands and deals effectively with political realities • Builds effective teams • Good general communication skills 			
<p><u>Managing Change</u></p> <ul style="list-style-type: none"> • Plans the change implementation • Knows what structure and guidance to use • Gives clear individual feedback • Monitors progress of change • Takes responsibility for change implementation 			

My key change skills are:

Area I need to develop...

Is the Organisation Ready to Change

Try to gauge where your organisation is now, and where you would like it to be on its readiness to change. Mark the "now" with a "*" and the "would like" with a "o".

Characteristics	Low		Medium			High	
Top level commitment to importance of organisational change	1	2	3	4	5	6	7
High value placed on change throughout the organisation	1	2	3	4	5	6	7
Climate encourages change and development	1	2	3	4	5	6	7
Responsibility for change is shared with individual's	1	2	3	4	5	6	7
Change management is viewed as a skill in its own right	1	2	3	4	5	6	7
Learning to change is important for the organisation as a whole	1	2	3	4	5	6	7
Customers and suppliers are involved in a continuous improvement process	1	2	3	4	5	6	7
Temporary structures are used to enable change to take place	1	2	3	4	5	6	7
Work is done on minimising resistances to change within the organisation	1	2	3	4	5	6	7
Creativity, flexibility, adaptability are seen as indispensable to change	1	2	3	4	5	6	7
Overall totals Average	Now			Would like			
<u>Summary</u>							
My views on where my organisation is in terms of change are:							

Helps/Hinders in Organisational Change

Take these areas and for each section identify the "drivers", those aspects of the organisation which help and encourage change to take place. Then identify the "resistors", those aspects which hinder and discourage change.

Areas	"Drivers"	"Resistors"
Values		
Purposes		
Structures		
Processes		
Communication		
Individuality		
Reward Systems		
Decision Making		
Relationships		
Success Criteria		

Choose the 3 major drivers and 3 major resistors.

	"Drivers"	"Resistors"
1		
2		
3		
What can be done to enhance and aid the drivers? Are there common causes, processes etc.?		
What can be done to minimise the resistors? Are there common causes, processes etc.?		

Key Roles of Change

There are 4 distinct roles in a change process:

Sponsors

They have the power to sanction or legitimise change. Sponsors consider the potential changes facing an organisation and assess the dangers and opportunities these changes reflect. They decide which changes will happen, communicate new priorities to the organisation, and provide the proper reinforcement to assure success. Sponsors are responsible for creating an environment which enables these changes to be made on time and within budget.

Agents

An agent is an individual or group who is responsible for actually making the change. Agent success depends on the ability to diagnose potential problems, develop a plan to deal with these issues and execute the change effectively.

Targets

The individual or group which must actually change is the target. They are the focus of the change effort. To improve the chance of success they must be helped to understand the changes they are expected to accommodate and they must be appropriately involved in the process.

Advocates

They want to achieve change but lack the power to sanction it. They can be useful in helping persuade sponsors and targets of the need to and the benefits from change.

All the roles are important but the Sponsorship role is the most significant. Real commitment and power are essential from the Sponsor.

A good sponsor must have:

- Power: the organisational power to legitimise and sanction the change and the targets.
- Pain: a level of discomfort with the status quo that makes change attractive.
- Vision: a clear definition of what changes must occur.
- Resources: a thorough understanding of the time, money and people necessary for successful implementation and the willingness and ability to commit them.
- The Long View: understanding of the effect the change will have on the organisation.
- Sensitivity: the capacity to empathise with the personal issues changes raise.

For change to be successful the sponsor must be seen to act. Actions do speak louder than words. If the sponsor is very senior in the organisation then there needs to be a chain of sustaining sponsors reinforcing the change. The words at the top are consistent with the words and actions down through the organisation. There are some basic principles which people in each role should follow:

Sponsors: Don't start more change than you can effectively sponsor.

Agents: Don't take bad business - that which is not sanctioned and sustained by the sponsor.

Don't work harder than your sponsor at the change.

Targets: Don't participate without knowing what is expected of you, the consequences and the sponsor's commitment.

Advocates: Don't confuse your enthusiasm for the change with the power to sponsor.