



CHANGE

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Change Program Objectives

(1 of 2)



Describe the basic dynamics of the change process – the stages people go through and why.



Identify the challenges for the organization, the employee, and the manager during change situations.



Understand and apply specific guidelines in dealing with people's natural resistance to change.

Change Program Objectives

(2 of 2)



Use the opportunity of change to foster innovative ideas and solutions.



Generate an action plan to enhance your skills at dealing with change.



Learn why your leadership is so critical during change.

A CHALLENGE



Please Write A
One Sentence Definition For
“CHANGE.”

Change Definition



To cause to be different, to alter.

Change

Etymology – Change

- The word “change” came from the Old French word, “changier.”
- It was first used as a noun c. 1200.
- It was first used as a verb in the early 13th century.

Etymology – Change

- The word “challenge,” was first recorded c. 1200.
- It came from the Old French word, “challengier.”
- The word was originally used to connote accusation. However, in the 1520’s, it was used to mean “calling a fight.”

Etymology – Change

- The word “innovate” was first used in the 1540’s.
- It came from the Latin word, “innovatus.” In Latin, “in” meant “into” and “novus” meant new.
- It was originally used to mean “to introduce as new.” In the 1590’s, it acquired the meaning of “to make changes in something established.”

Why Change?

Change
(1 of 2)

Improvement is always possible. ☐

Without change, problems never get solved. ☐

Without change, people often feel that progress is not being made. ☒

Without change, organizations cannot adapt to the changing world. ☐

Why Change?

Change
(2 of 2)

Change attracts business.



Change inspires people.



Change influences others.



Change renews and keeps things fresh.



Change leads to innovation.



Why Innovate?

Change

(1 of 2)

Without innovation,
organizations often fall
behind others.

Without innovation,
organizations
cannot keep up with
technology.

Without innovation,
organizations lose
customers to
organizations that
are more innovative.

Why Innovate?

Change

(2 of 2)

Innovation creates an advantage over other organizations.

Innovation modernizes organizations.

Innovation attracts interest.

Innovation inspires new innovations.

Why Challenge?

Change

Without challenge, people often feel stuck in monotony.



Without challenge, standards are not replaced with better ones.



Without challenge, problems may never be discovered.



Challenge motivates people.



Challenge leads to improvement.



Difficulties with Change

Change is difficult for many reasons, and many incentives to change fail.

Change is difficult to accomplish because...


- People fear the unknown.
- People are comfortable with set routines.
- People are often cynical about change.
- People do not see the need for change.

Organizational Change

Change
(1 of 6)

What is organizational change?
What is an organization-wide change?
What is a change that affects the entire organization?

Why?
Organizational change is usually implemented when the management believes that the organization can improve and benefit from the change.



Change

Organizational Change

(2 of 6)

Organizational change can be reactive or proactive.

Reactive change occurs when an organization changes due to an issue or due to the desire to adapt to outside change.

Proactive change occurs when an organization preemptively changes to avoid issues that may arise or to adapt to future outside change.

Organizational Change

(3 of 6)

Studies in the last 5 years show:

Organizations expect to cut an average of 15% of their workforce.

The one hundred biggest mergers in the U.S. during a recent year affected four and a half million workers.

In the past five years, more than 12,000 U.S. companies and corporate divisions have changed hands.


Organizational Change

(4 of 6)

Studies in the last 5 years show:

The takeover trend is increasing.
It is more than double what it
was in 1985.

U.S. manufacturing needs to
increase productivity dramatically
to remain competitive with foreign
industry.

A background image showing a group of business professionals in suits shaking hands, symbolizing agreement or partnership. The image is slightly blurred, focusing on the hands in the center.

Change

Organizational Change

(5 of 6)

Studies show that in the last 20 years:

The proportion of married women who work outside the home doubled, now including more than half of all wives.

The proportion of families with at least two wage earners passed the 50 percent mark.

Organizational Change

(5 of 6)

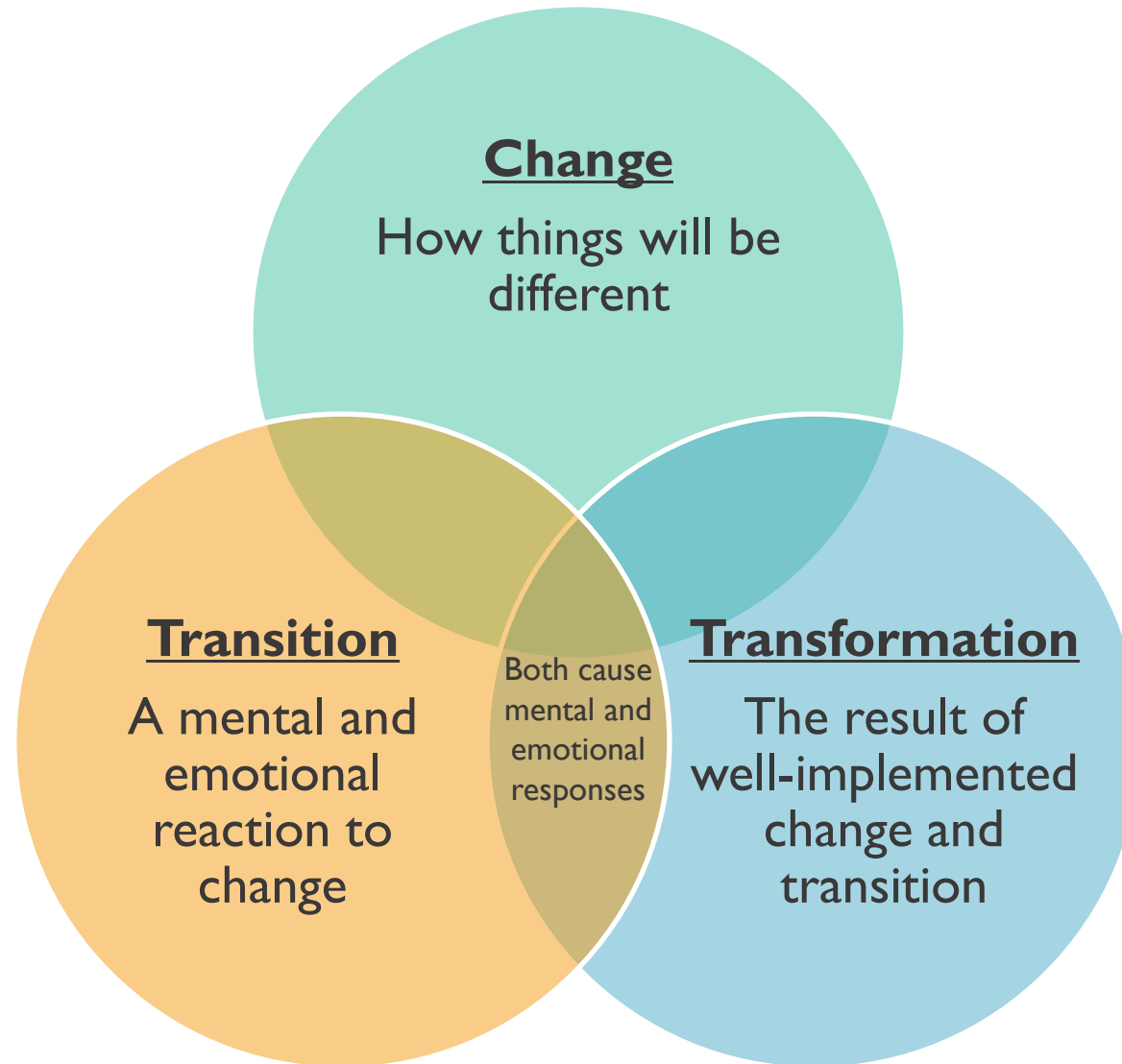
Studies show that in the last 20 years:

The median amount of schooling of the whole labor force moved past a year of college.

Flex time has grown to around the 10 percent mark.

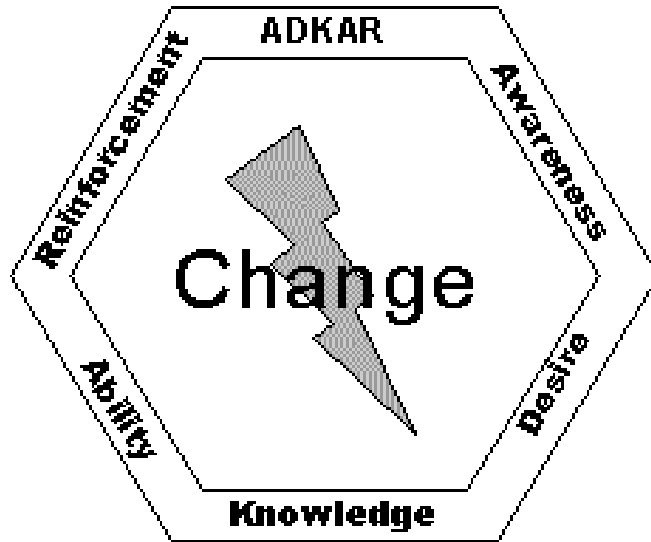
G.M. and U.A.W. consummated the first "quality of work life" cooperative.

Change, Transition, and Transformation



The ADKAR Model

Change
(1 of 6)



The ADKAR Model was defined by Prosci, a world leader in change management, in 1998 after research was conducted on 300 companies undergoing change projects.

Change The ADKAR Model

(2 of 6)



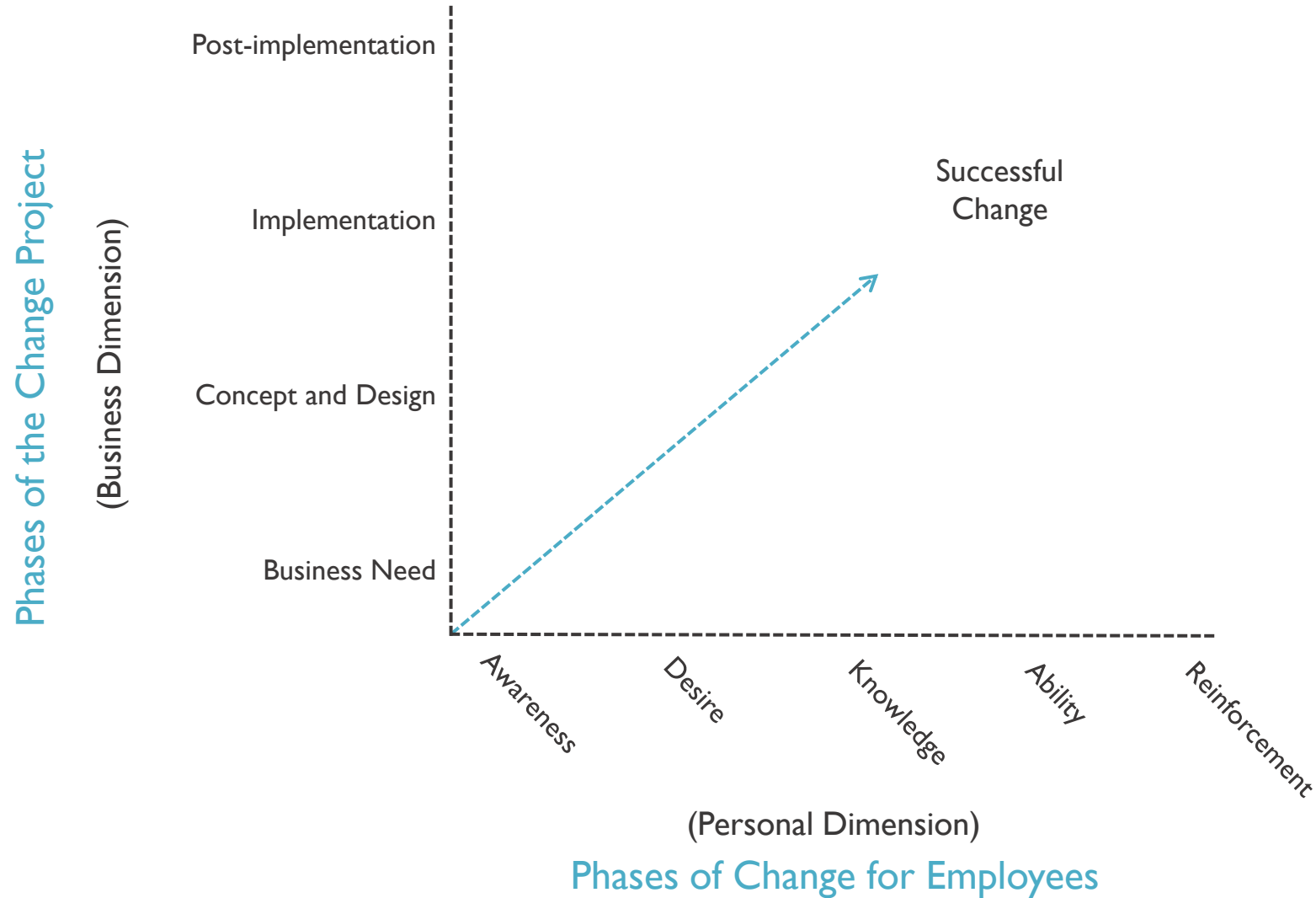
The ADKAR Model

Change
(3 of 6)

The diagram on the next slide shows how change occurs when both dimensions of change (the business dimension and the personal dimension) occur simultaneously.

The ADKAR Model

Change
(4 of 6)



The ADKAR Model

Change

(5 of 6)

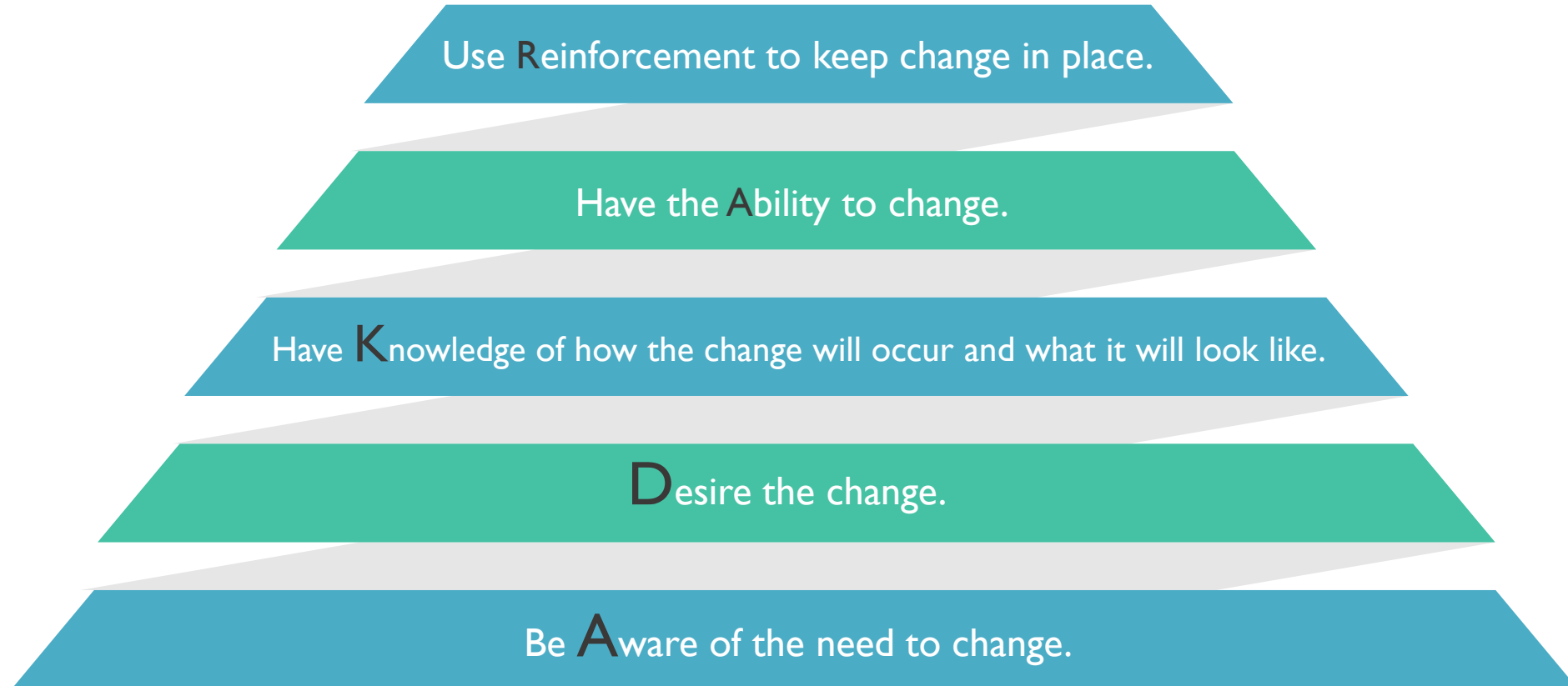
Business Dimensions: Change Stages



Change

The ADKAR Model

(6 of 6)



Change Management

Change
(1 of 3)

Change management is used to ensure that change occurs in an organization and is implemented correctly and effectively.

Change management includes:

- Adapting to change
- Controlling change
- Effecting change.

Change Management

Change
(2 of 3)

Change management is used not only to implement change. It is also used to help people to deal with change.

Change Management Teams:

- Identify what needs to be changed.
- Manage change processes.
- Implement change.
- Help the organization deal with change.
- Continue to make changes for improvement.

Change Management

Change
(3 of 3)

A Change Management Team focuses on strengthening, scaling down, and eliminating processes, programs, and projects.

Change Management allows the organization to strive continuously for improvement and allows the organization to advance.

The Effect of the Change

(1 of 2)

Before setting the change process into action, it is important to think about how the change will affect the organization.

What is the scope of the change?

Department, work group, entire organization

How many people will be impacted?

What type of change is to be made?

Policy, process, system

The Effect of the Change

Change
(2 of 2)

Will the change affect the values and culture of the organization?

How much change is possible at the current time?

How will the management be affected?

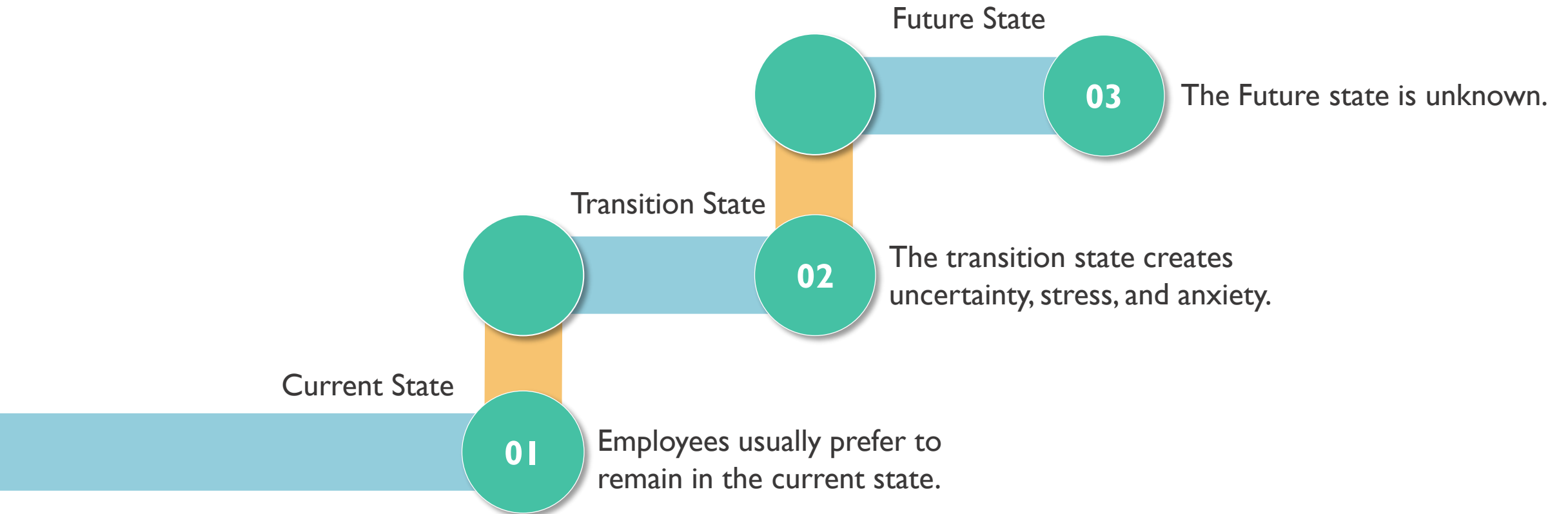
What negative effects could occur?

- Past failures, resentment, new burdens, confusion

How will people react to change?

Is the organization ready for change?

Three Phases of Change



John Kotter's Eight Steps for Change

(1 of 3)

Help others see the need for change, and explain the importance of quick implementation.

1

Establishing a Sense of Urgency.

Create Guiding Coalitions.

2

Ensure that there is a powerful group with the appropriate leadership skills, credibility, and authority to guide the change process.

Create a picture of the future and how it will be different from the past.

3

Develop a Vision and Strategy.

John Kotter's Eight Steps for Change

(2 of 3)

Ensure that everyone understands and accepts the vision.

4

Communicate the Change Vision.

Empower Broad-Based Actions.

5

Remove the barriers to successful change.

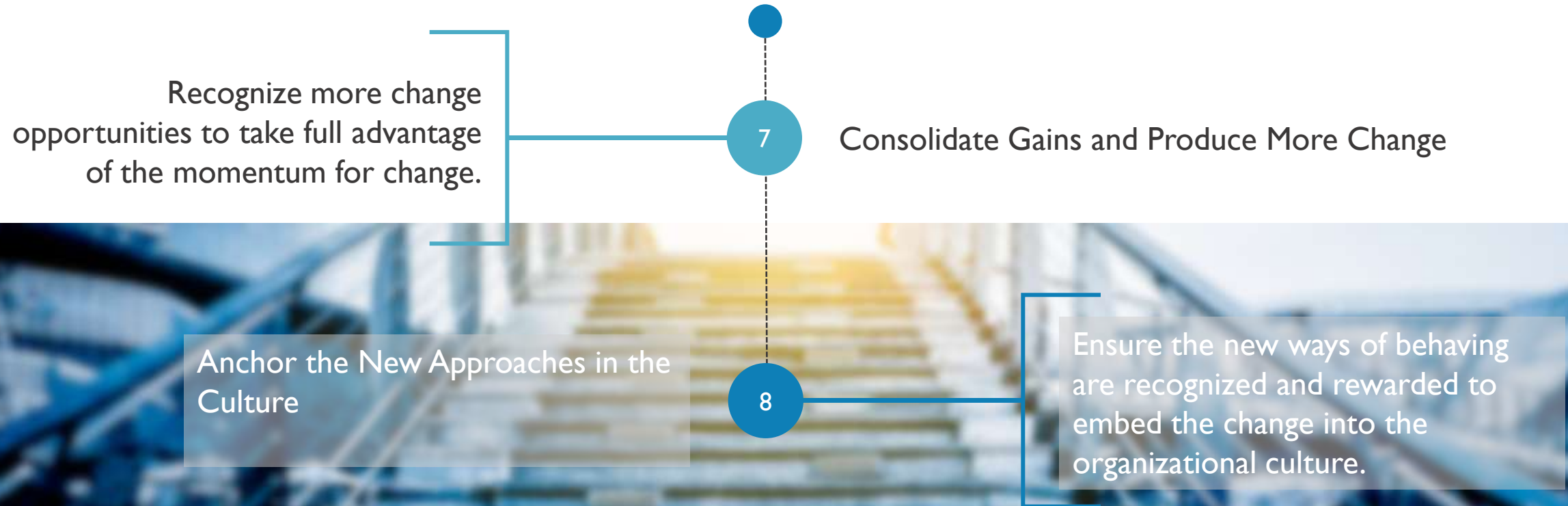
Create clear, visible success stories early in the process.

6

Generate "Short-term Wins."

John Kotter's Eight Steps for Change

Change
(3 of 3)



Change

Responses to Change

(1 of 3)

Isolated

Squeezed

Resistant

Responses to Change

Change
(2 of 3)

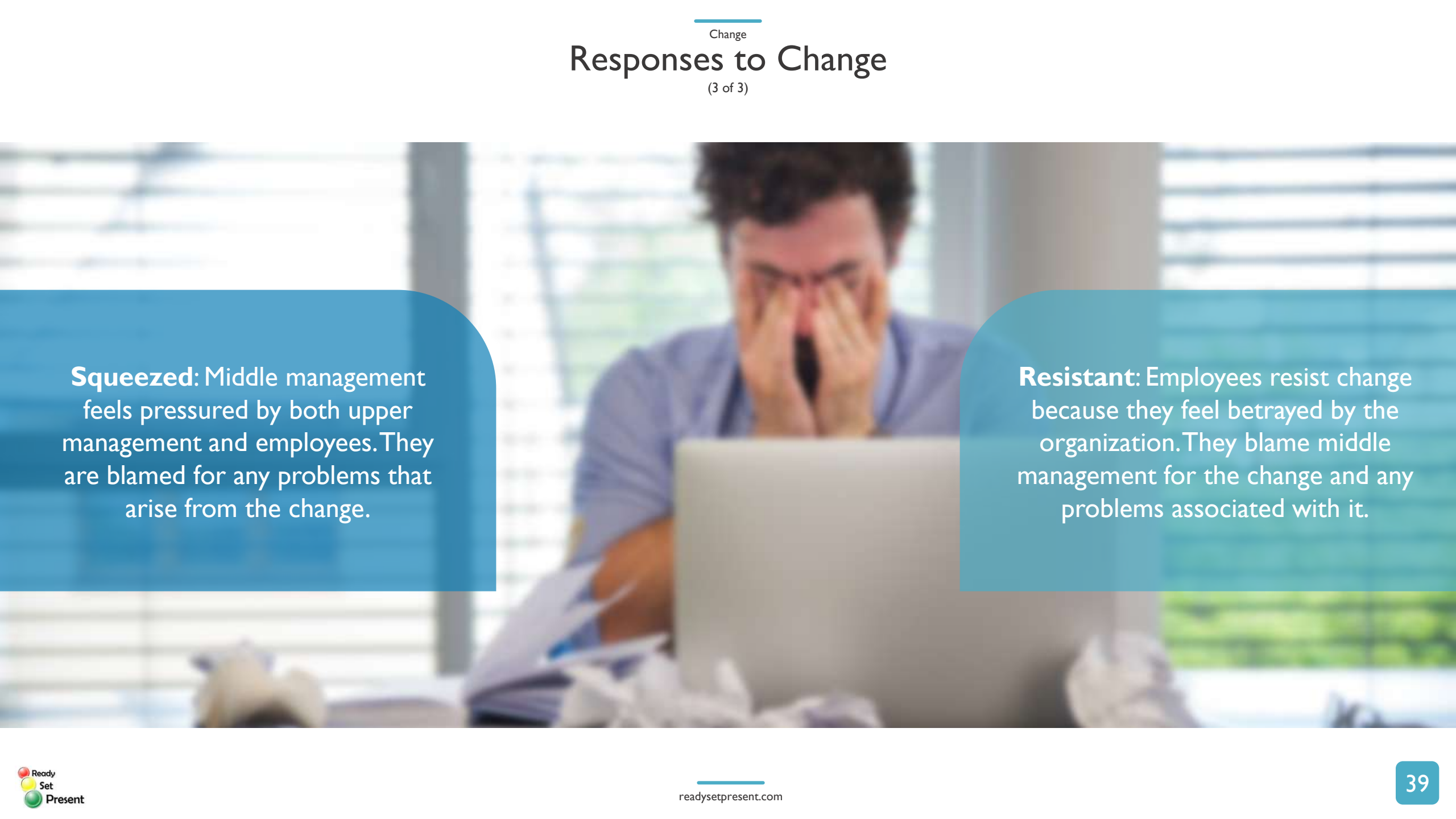


Isolated: Upper management finds the change difficult, yet expects the rest of the organization to accept it. They isolate themselves in dealing with the change and blame middle management for any problems that arise from it or for any resistance to it.

Change

Responses to Change

(3 of 3)



Squeezed: Middle management feels pressured by both upper management and employees. They are blamed for any problems that arise from the change.

Resistant: Employees resist change because they feel betrayed by the organization. They blame middle management for the change and any problems associated with it.

QUESTIONS



Change Questions



What are the changes affecting your organization?

How is your organization responding to these changes?

How are your organization's responses to change affecting the way you manage people?

"The adaptive corporation needs a new kind of leadership. It needs 'managers of adaptation' equipped with a whole new set of non-linear skills. Above all the adaptive manager today must be...willing to think beyond the thinkable – to re-conceptualize products, procedures, programs, and purposes before crisis makes drastic change inescapable."

Alvin Toffler, *The Adaptive Corporation*.

Maintenance Organization

(1 of 2)

Routine operation – low uncertainty.

Focused primarily on "production".

Limited "opportunities" (e.g. promotion).

Fixed job assignments.

Competency established before an assignment.

Maintenance Organization

Change
(2 of 2)

Long chain of command.



Objectives, usually top-down.



Rewards – pay/benefits.



Functionally specialized.



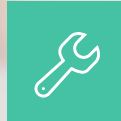
Leadership as a function of level



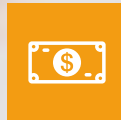
Maintenance Organization

(2 of 2)

Problem-solving – high uncertainty.



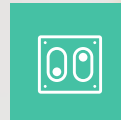
Expandable “opportunities” (participation in a task force).



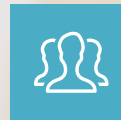
Developmental assignments.



Focused primarily on “organization”.



Flexible, rotational job assignments.

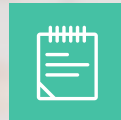


Short chain of command.

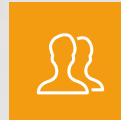
Maintenance Organization

(2 of 2)

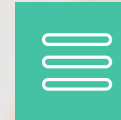
Objectives – bottom-up.



Diagonal slices – mixed functions.



Rewards – learning, recognition/ visibility, different contribution, bonus possibility, new contacts.



Leadership is drawn from any level.

FANTASIES ABOUT CHANGE



Fantasies about Change

Change will not be disruptive.

1

Change won't cost much and will be quick to implement.

2

Change will solve previous organizational problems.

3

Fantasies about Change

Givens:

Aspects of the change that I (we) have no control over.

Negotiables:

Aspects of the change that we can influence or discuss with other groups.

Controllable:

Aspects of the change that my team can control.

Change

Describing the Change

Who initiated this change?



What specifically is this change?



Why is this change necessary?



What are the present conditions surrounding this change?



What conditions need to exist after this change is in place?



What parts of the organization will be affected by the change?



Identify Specific Changes

Change

Organizational Structure.



Policy/Procedure.



Equipment.



Relationships.



Responsibilities.



Methods.



Tasks.



Time.



What is Required

Resources Available

What is Needed?

- Space
- Equipment
- Budget
- Staffing
- Time

Is it Adequate and Authorized?

Change Frequent Occurrences

"Some people learn from their experiences, others never recover."

"People do not fear change, they fear loss."

Change Role Definition

(1 of 2)

Initiator:

They decide what change will be made and who will be responsible for the realization of the change within the organization.

Sponsor:

They are designated by the initiator to supply all support necessary for the implementation within their segment of responsibility.

Change Role Definition

(2 of 2)

Coordinator:

They serve as a link between the initiator and the target/employees. They coordinate the activities necessary for implementation of the change.

Target:

They must make the actual changes in their methods, relationships, responsibilities, or tasks.

UNDERSTANDING LOSS



Understanding Loss

(1 of 5)

Types Of Loss

Security.



Competence.



Relationships.



Sense Of Direction.



Territory.



Understanding Loss

(2 of 5)



Security:

People often feel that they are not in control or that they do not know what the future holds or where they stand in the organization.

Understanding Loss

(3 of 5)



Competence:

People often feel like they know what to do or how to manage. This causes embarrassment when they are faced with new tasks. It is hard for them to admit that they do not know how to do tasks.

A close-up, artistic photograph of a person's eye, showing the iris and eyelashes. The eye is looking slightly to the left. The image is used as a background for the slide.

Understanding Loss

Change

(4 of 5)

Relationships:

People often lose their sense of belonging to a team, a group, or an organization.

Sense of Direction:

People often feel like they do not know where they are going and why they are going there.

Understanding Loss

(5 of 5)



Territory:

People often feel uncertain about the physical and psychological work space/ area and job assignments.

RECOGNIZING RESISTANCE



Recognizing Resistance

(1 of 2)

Signs of Individual Resistance:

Complaints



Errors



Anger



Stubbornness



Apathy



Absence due to illness



Withdrawal



Recognizing Resistance

(2 of 2)

Signs of Organizational Resistance:

Accidents



Increased worker's compensation claims



Increased absenteeism



Sabotage



Increased health care claims



Lowered productivity



Resistance to Change

(1 of 2)

People often resist change if they...

Feel the change is inconvenient.



Feel the change conflicts with their self-interest.



Feel that there is not enough time.



Feel that the change is too complicated.



Lack information about change.



Resistance to Change

(2 of 2)

Fundamentally disagree with the change.



Feel that change does not need to occur.



Do not want to make an effort to change.



Are set in their way of operating.



Do not believe that the change can occur or be maintained.



Resistance to ^{Change}Accepting Change

(1 of 4)

Misunderstanding

Discomfort

Fear

Resistance to ^{Change}Accepting Change

(2 of 4)



Misunderstanding:

The actual change – How the change is in the organization's best interest, The need for this change, How the change will affect you personally, Reasons for this change.

Resistance to ^{Change}Accepting Change

(3 of 4)



Discomfort:

Disrupted routine, Uncertainty, Harboring previously felt injustices, New tasks or skills that will be required.

Resistance to ^{Change}Accepting Change

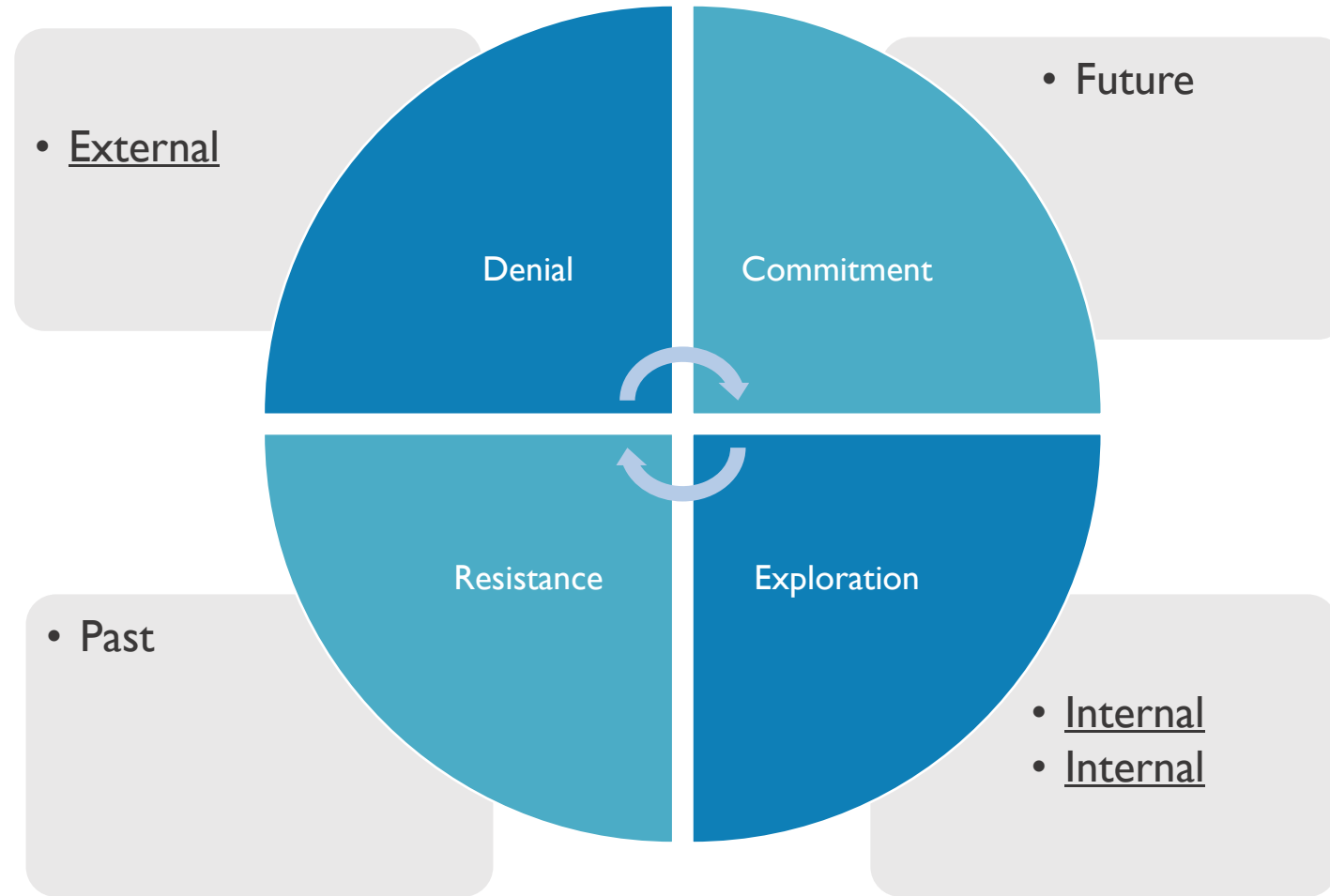
(4 of 4)



Fear:

Loss of status, Loss of present skills, Failing to succeed with new tasks/responsibilities, New and unfamiliar relationships.

Phases of Change Transition

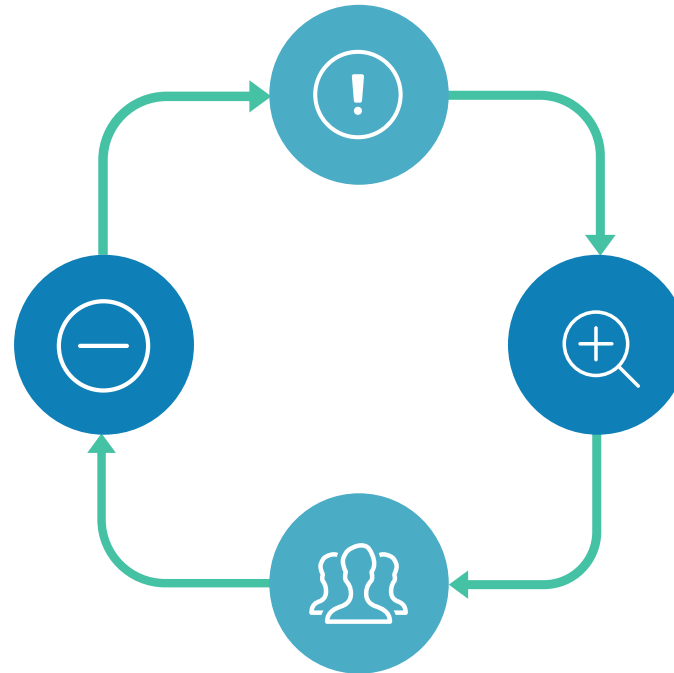


Phases of Change Transition

Resistance:

can't sleep at night, anger/fights,
“ I gave my all, and now look at what
I get,” withdrawal from the team

Denial:
it will be over real
soon, apathy, numbness



Exploration:

over-preparation,
frustration, too many
new ideas, too much to
do, and can not seem to focus

Commitment:

teamwork, satisfaction,
clear focus and plan

Strategies for Each Phase

(1 of 5)

Denial

Resistance

Exploration

Commitment

Strategies for Each Phase

Change
(2 of 5)



Denial:

It is common to observe withdrawal as "business as usual" and focusing on the past. There is activity, although not much gets done.

Strategies for Each Phase

Change
(3 of 5)

Resistance:

You will see anger, blame, anxiety, depression, and even retirement on the job.

“What's the difference?

This organization does not care anymore.”

Strategies for Each Phase

Change

(4 of 5)

Exploration:

Recognize over-preparation, confusion, chaos, and energy.

"Let's try this and this – and what about this..."

Lots of energy and new ideas, yet lacks focus.

Strategies for Each Phase

Change

(5 of 5)

Commitment:

Occurs when employees begin to work together.

There is cooperation and a better focus.

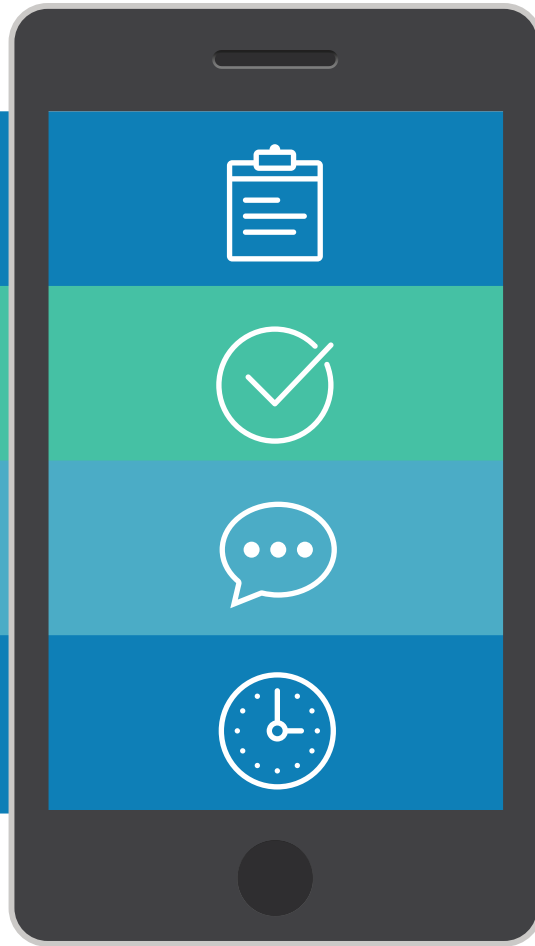
"How can we work on this?"

Those who are committed are looking for the next challenge.

Change Management of Each Phase

(1 of 4)

During Denial:



Confront individuals with information.

Let them know that the change will happen.

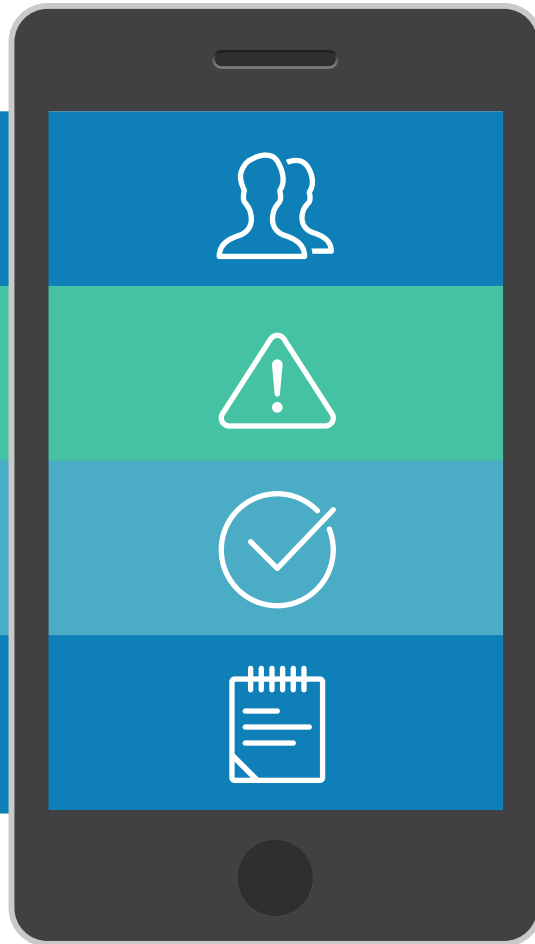
Explain what to expect, and suggest actions they can take to adjust to the change.

Allow time to let things sink in, and then schedule a planning session to talk things over.

Management of Each Phase

(2 of 4)

During Resistance:



Listen, acknowledge feelings, respond empathetically, and encourage support.

Do not try to talk people out of their feelings or tell them to change or pull together.

If the manager accepts their response, they will continue to tell how they are feeling.

This will help to address some of their concerns.

Management of Each Phase

(3 of 4)



During Exploration:
Focus on priorities, and provide any needed training. Follow up on projects underway. Set short-term goals. Conduct brainstorming, visioning and planning sessions.

Management of Each Phase

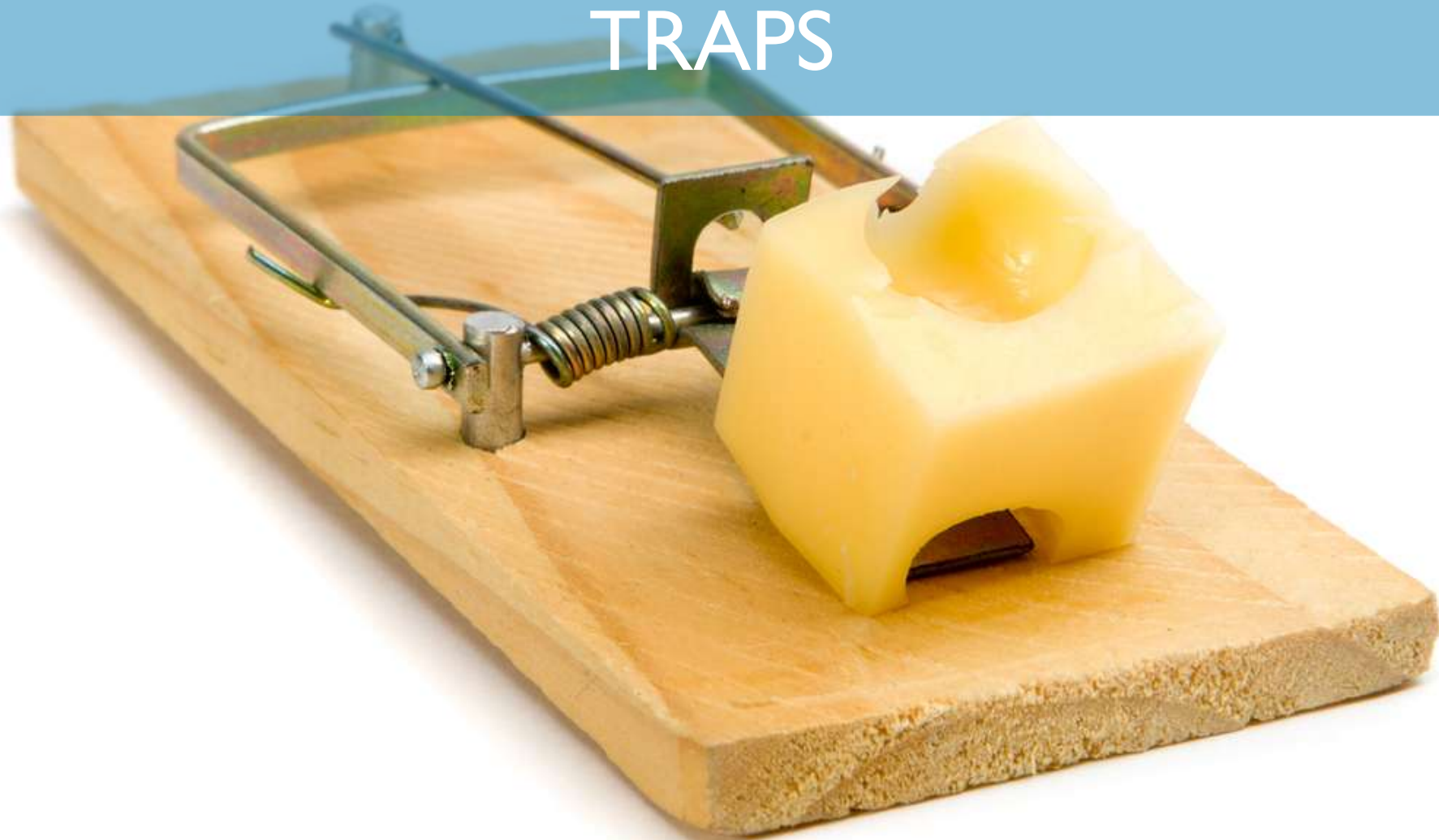
(4 of 4)



During Commitment:

Set long-term goals. Concentrate on team building. Create a mission statement. Validate and reward those responding to the change. Look ahead.

TRAPS



Change

Traps

(1 of 3)

Ignoring or resisting resistance

Resistance is not pleasant. Everyone might be angry at the manager and feel the manager is to blame.

This is normally temporary. Denying resistance only makes it go deeper and last longer.

Invite it.

Seek it out through listening and good communication.

Change

Traps

(2 of 3)



Jumping to Team Building:

When forced with change, many managers think that what they need most is getting people back to working together. When a group is in denial, resistance, or the early moments of exploration, too much time is being wasted to work on team building. The group needs a chance to complain and assess their loss before beginning to rebuild trust and cooperation.



The "Drano" Approach:

Do not push productivity too soon. Some managers believe that if they demand performance, they will get it. Employees often respond in the short run, yet later tend to plateau, which actually decreases productivity if their feelings do not match their actions. The danger is ending up with a "clogged" organization where everything breaks down.

Communicating Change

How did you hear about change? How were you informed?



What were the strengths and weaknesses of the way in which you were informed?



How would you have preferred to be informed?
How could the announcement have been improved?



A top-down view of school supplies on a wooden desk. In the center is a white spiral-bound notebook with a black wire. To its right is a yellow spiral-bound notebook. Above the white notebook is a pink spiral-bound notebook. In the bottom foreground, a blue spiral-bound notebook is partially visible. On the left side, a row of sharpened colored pencils in various colors (yellow, orange, red, green, blue, purple) lies horizontally. A semi-transparent blue banner with white text is overlaid across the middle of the image.

HERE'S AN EXAMPLE

Here's an Example



"In light of this new reorganization, I can guess that some of you are experiencing some confusion and worry about how this will affect your job. As a manager in this division I have some of these same feelings, yet I am confident things will work out for the best. I want to assure you, I will work to represent our best interests during the transition period."

Why it is Important to Talk

To announce a change.

To provide new information and clarification.

To give people the opportunity for support and a forum to express their feelings.

To involve employees in the planning and the implementation of that change.

To provide feedback on how things are going.

Why People Need Discussion

Change

Specific reasons for the change.

Accurate information – the truth.

An opportunity for encouragement and for asking questions.

Acceptance of their feelings.

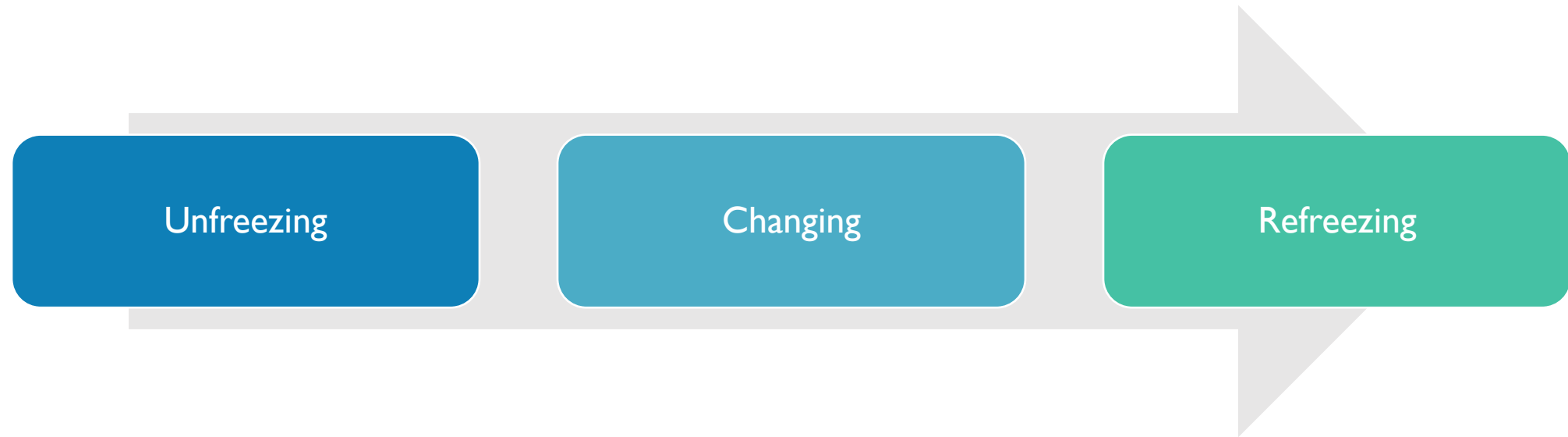
Personal reassurance.

The background of the slide features two butterflies in flight. The upper butterfly has blue and white wings, while the lower one has orange and black wings. They are set against a bright, out-of-focus background of a blue sky and green foliage, with a strong yellow light source creating a lens flare effect on the left side. A semi-transparent blue horizontal band is positioned across the middle of the image, serving as a backdrop for the title text.

STAGES OF CHANGE

Three Standard Stages of Change

(1 of 5)



Three Standard Stages of Change

(2 of 5)



Unfreezing:

Old ideals and processes must be tossed aside so that new ones can be learned. Often, getting rid of the old processes is just as difficult as learning new ones due to the power of habits. Just as a teacher erases the old lessons off the chalkboard before beginning a new lesson, so must a leader help to clear out the old practices before beginning the new.

Three Standard Stages of Change

(3 of 5)



Unfreezing:

During this part of the process, a manager needs to provide just a little bit of coaching, as employees are unlearning, not learning. A manager also needs to provide a lot of cheerleading (emotional support) to break the old habits.

Three Standard Stages of Change

(4 of 5)



Changing:

Although there will be confusion, overload, and despair, there will also be hope, discovery, and excitement. This period requires a lot of coaching, as the employees are learning. They also need just a little bit of cheerleading due to the effect of arousal overloading.

Three Standard Stages of Change

Change
(5 of 5)

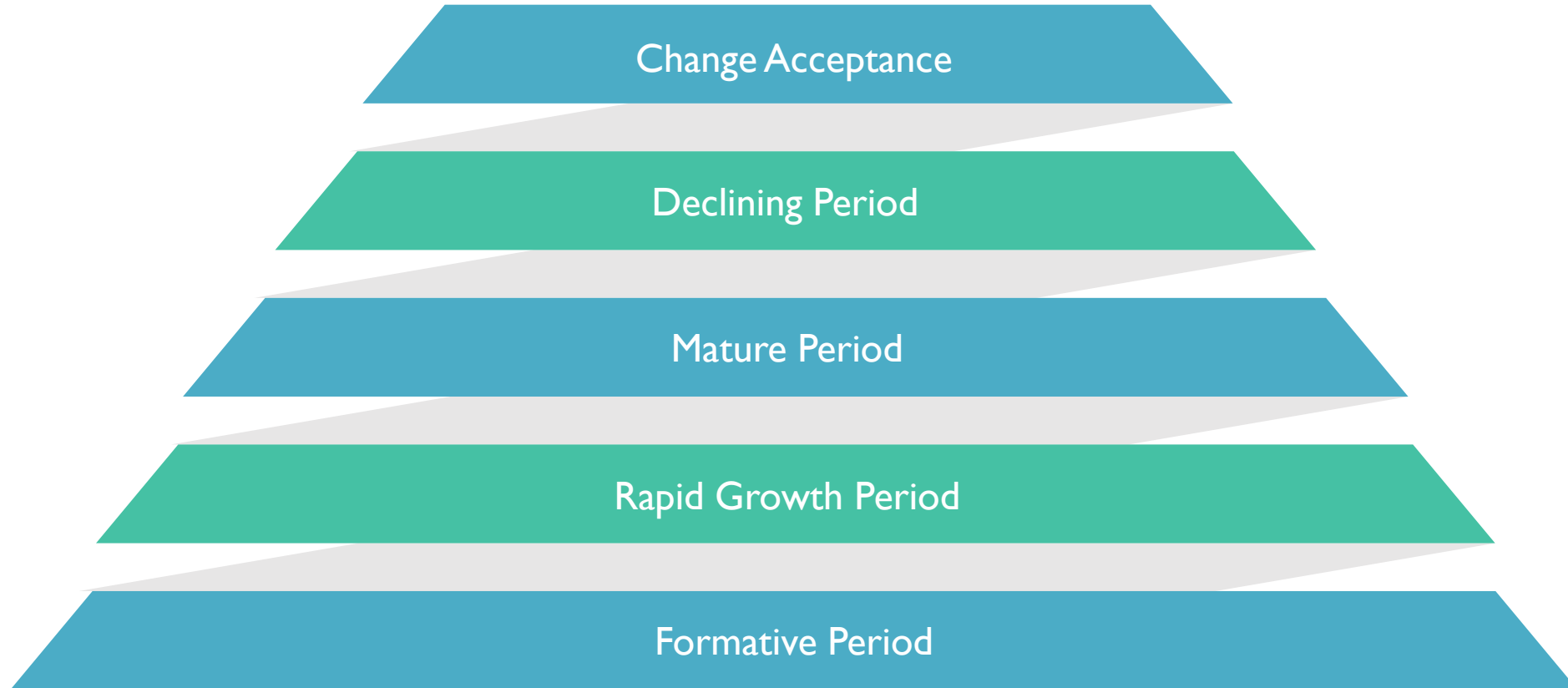
Refreezing:

The new processes are now intellectually and emotionally accepted. What has been learned is now actually being practiced on the job. Just a little bit of coaching is required, and a lot of cheerleading is used to set up the next change process. Remember, it is continuous process improvement!

Change

Organizational Change

(1 of 5)



Organizational Change

Change
(2 of 5)




Formative Period:

This is when a new organization is just getting started. Although there is a founding vision, why the organization was started, there are no formal definitions. This is just as well because there is a lot of experimentation and innovation taking place. These changes of creativity and discovery are needed to overcome obstacles and accomplish breakthroughs.

Organizational Change

Change
(3 of 5)



Rapid Growth Period:
Direction and coordination are added to the organization to sustain growth and solidify gains. Change is focused on defining the purpose of the organization and on the mainstream business.

Organizational Change

Change
(4 of 5)



Mature Period:

The growth now levels off to the overall pace of the economy. Changes are needed to maintain established markets and assure maximum gains are achieved.

Organizational Change

Change
(5 of 5)



Declining Period:

This is the rough ride. For many organizations it means downsizing and reorganization. Changes must include tough objectives and compassionate implementation. The goal is to get out of the old and into something new. Success in this period means that the four periods start over again.

Change Acceptance

Change

Throughout these periods of change, which is just about all the time for a good organization, leaders must concentrate on having their people go from change avoidance to change acceptance.

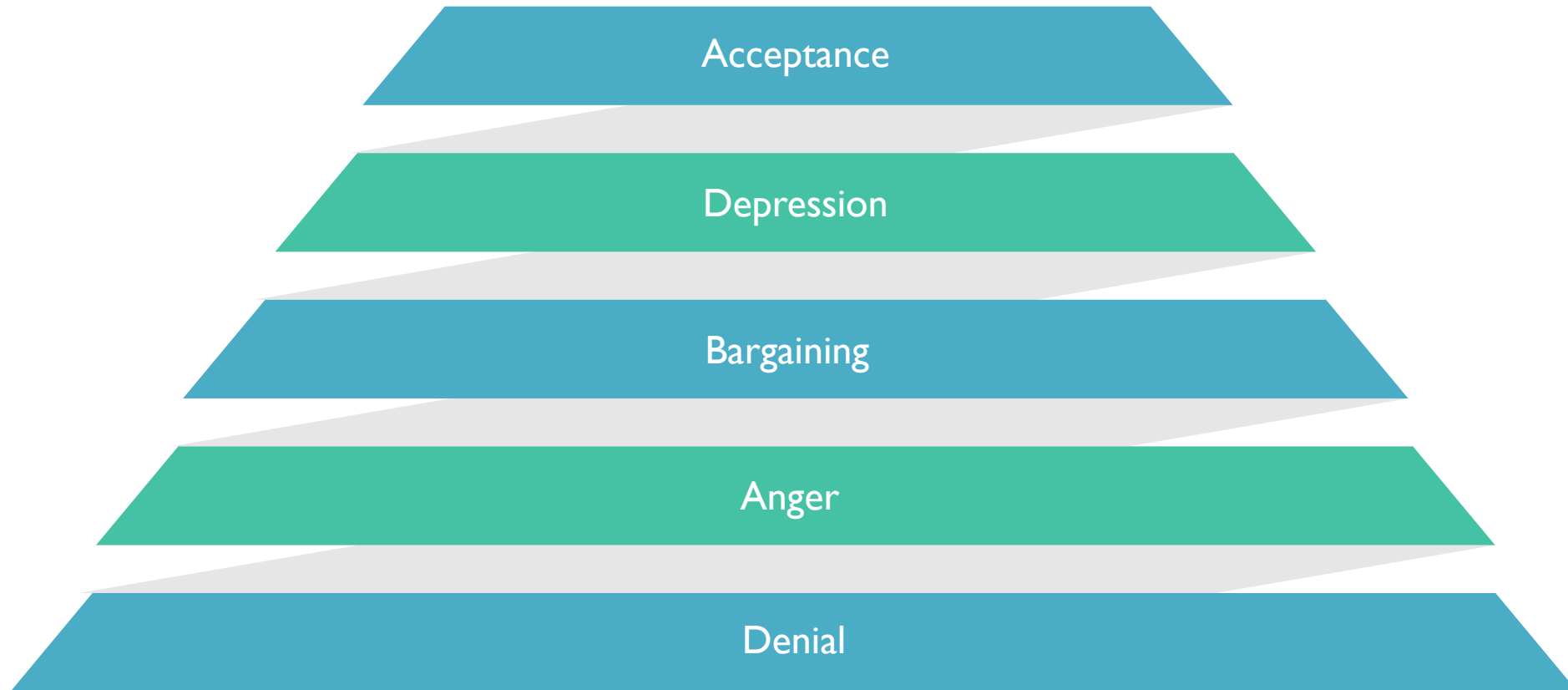
There are five steps accompanying change.

The image features two butterflies in flight against a bright, blurred background of a blue sky and green foliage. The butterfly in the upper left is a blue and white species, while the one in the lower right is a brown and white species. A semi-transparent blue horizontal band is positioned across the middle of the image, containing the text "CHANGE STAGES" in white, bold, sans-serif capital letters.

CHANGE STAGES

Change – Five Stages

(1 of 6)



Change – Five Stages

Change
(2 of 6)



Denial:

People cannot and often will not foresee any major changes.

Change – Five Stages

Change
(3 of 6)



Anger:

Emotions are directed at others for what they put people through.

Change – Five Stages

Change
(4 of 6)



Bargaining:

The approach here is to work out solutions and to keep everyone happy.

Change – Five Stages

Change
(5 of 6)



Depression:

The action here is asking, “is it worth it?” There is doubt and a big need for support.

Change – Five Stages

Change
(6 of 6)

Acceptance

People give in to the final reality of the situation.

Note: Not all people go through all stages, and not all people go through them in the same order.

TURN AVOIDANCE INTO ACCEPTANCE



Change

Turn Avoidance into Acceptance

(1 of 10)

From

Why?

TO

What new opportunities
will this provide?

Turn Avoidance into Acceptance

(2 of 10)



When they ask "why," focus on the benefits that the change will provide them and the organization.

Managers should NOT feel uncomfortable if they are feeling hesitation about the change too...They are also human.

Spelling out the benefits will comfort them and help convince yourself too. People give in to the final reality of the situation.

Change

Turn Avoidance into Acceptance

(3 of 10)

From

How will this affect me?

TO

What problems will this solve?

Turn Avoidance into Acceptance

(4 of 10)



Anything that prevents something from being better is a problem. Let them know what the problem is and how they will be part of the solution.

Change

Turn Avoidance into Acceptance

(5 of 10)

From

We do not do it this way.

TO

What would this look like?

Turn Avoidance into Acceptance

Change
(6 of 10)

One of their first reactions is that it has never been done this way or it cannot be done this way...

Show them, provide plenty of explanations and compassion, and get your team to ask and answer questions.

Change

Turn Avoidance into Acceptance

(7 of 10)

From


When will this change be over so we can get back to work?

TO

What can I do to help?

Turn Avoidance into Acceptance

Change
(8 of 10)



Get them involved in
implementing the change.

Help them to become part
of it.

Change

Turn Avoidance into Acceptance

(9 of 10)

From

Who is doing this to us?

TO

Who can help us?

Turn Avoidance into Acceptance

Change
(10 of 10)

Focus on the challenges that must be overcome.

Ensure that the manager enlists help from other departments and colleagues.

Action Plan for Success

(1 of 3)



Describe the change as completely as possible.

State specifically how it will impact your employees, department, and organization.

What is your vision of the best possible outcome?

Change

Action Plan for Success

(2 of 3)

What are the strengths of your group/department in undertaking this change?

What obstacles will the change bring that will prevent you from reaching your goal?

Change

Action Plan for Success

(3 of 3)

List the action steps for: Communication, Dealing With Resistance, Involvement, & Leadership.

What is your timetable for making this change?

How will you acknowledge, recognize and celebrate?

How will you create incentives to move toward change?

A Changing Environment



How will You Measure Progress?

What is to be
measured?

How will it be
measured?
Quality/Quantity

When will it be
measured?

NEWS ABOUT CHANGE



News About Change

Source.



Information.



Recipient .



Controlled (Yes/No)



Reliable (Yes/No)



Sufficient (Yes/No)



Change

Organizational Climate

(1 of 3)

Criteria have been
identified to measure
success.

(Yes/No)?

The initiator has the
authority to make
the change.

(Yes/No)?

Adequate training
has been done or is
planned for.

(Yes/No)?

Change

Organizational Climate

(2 of 3)

All persons critical to the implementation process are completely committed to the change.

(Yes/No)?

People feel free to disagree and to express their feelings.

(Yes/No)?

Mistakes are treated as learning experiences rather than disasters.

(Yes/No)?

Change

Organizational Climate

(3 of 3)

Employees feel a strong allegiance to the organization.

(Yes/No)?

Non-management employees are routinely involved in decisions that affect them.

(Yes/No)?

Rewards are based on performance and goal achievement.

(Yes/No)?

Targets are Ready

Change
(Yes/No?)

Understand the reasons this change is to be made. ☐

Understand the actual changes they personally must make. ☐

Will easily see a need for the change. ☐

Can be an asset in the planning stages of this change. ☐

Will see the changes as advantageous (useful) to them. ☐

Change

Targets are Ready

(Yes/No?)

Will help sell the changes to others.



Will not circumvent the change.



Feel that it is in their best interest.



Feel it is in the organization's best interest.



Have the capacity to balance personal needs and organizational needs.



Have shown ability and desire to work cooperatively.



Coordinator's Readiness

Change
(Yes/No?)

Respond positively to change.



Accept that this change is critical to organization's future.



Believe successful implementation of change is critical to personal success.



Understand your role as coordinator for the change.



Have the authority to coordinate this change.



Coordinator's Readiness

Change
(Yes/No?)

Have the ability to enlist other people's support if necessary?

☐

Understand the complete ramifications for the organization?

☐

Understand the criteria by which they can measure success?

☐

Confident that you have the support required from your sponsor?

☐

Feel flexible enough to work with others whose personal motivations differ?

☐

PARTICIPATION



Change Participation

Quality Circles



Task Forces



Focus Groups



Hot Lines



Opinion Surveys



Suggestion Systems



Brainstorming Meetings



Change/Management's Response

Authoritarian Management is out!

Leadership is in!

Influencing

Motivating

Delegating

Team Building

Coaching/Developing

Envisioning

Change Process Action Plan

(conditions)

Define why change is required.

Define present conditions.

Define desired conditions.

Define segments of organization affected.

Define specific planned changes.

Change Process Action Plan

(key elements)

Identify required resources.

Identify persons and responsibilities of the initiator.

Identify persons and responsibilities of the coordinator(s).

Identify persons and responsibilities of the targets.

Identify criteria for measuring success.

Change Process Action Plan

(readiness)

Assess organizational readiness.

Assess target's readiness.

Assess coordinator's readiness.

Identify existing forces.

Identify potential obstacles.

Process Action Plan

Change
(readiness)

Develop strategy for communication.

Develop strategy for overcoming obstacles:

- Action Risk
- Approval Plan

RULES FOR STIFLING INNOVATION



Rules for Stifling Innovation

(1 of 4)

Regard any new idea from below with suspicion—because it is new and because it is down from below.

1

Insist that people who need your approval to act first go through several other levels of management to get signatures.

2

Ask departments or individuals to challenge and criticize each other's proposals. (That saves the manager the job of deciding and allows them to just pick the survivor).

3

Change

Rules for Stifling Innovation

(2 of 4)

Express your criticisms freely, and withhold your praise. (That keeps people on their toes.) Let them know that they can be fired at any time.

4

5

Treat identification of problems as signs of failure, to discourage people from letting the manager know when something in their area is not working.

Control everything carefully. Make sure people count anything that can be counted, frequently.

6

Rules for Stifling Innovation

Change
(3 of 4)

Make decisions to change or reorganize policies in secret, and spring them on people unexpectedly.

7

8

Make sure that requests for information are fully justified, and make sure that information is not given out to managers freely.

Rules for Stifling Innovation

(4 of 4)

Assign to lower level managers, in the name of delegation and participation, responsibility for figuring out how to cut back, lay off, move people around, or otherwise implement threatening decisions you have made. And do it quickly.

9

10

And above all, never forget that the higher-ups already know everything important about this business.

How Organizations Respond

(1 of 2)

Organizations become:

Leaner and meaner
(Consolidation of resources)

Flatter (Horizontal lines of
shared responsibility
/accountability)

How Organizations Respond

(2 of 2)

This permits organizations to:



Move more quickly and easily into new organizations.

Be more flexible and innovative in their operations.

Involve employees more activity and personally in the success of the organization.

Change/Management's Response

The Challenge:

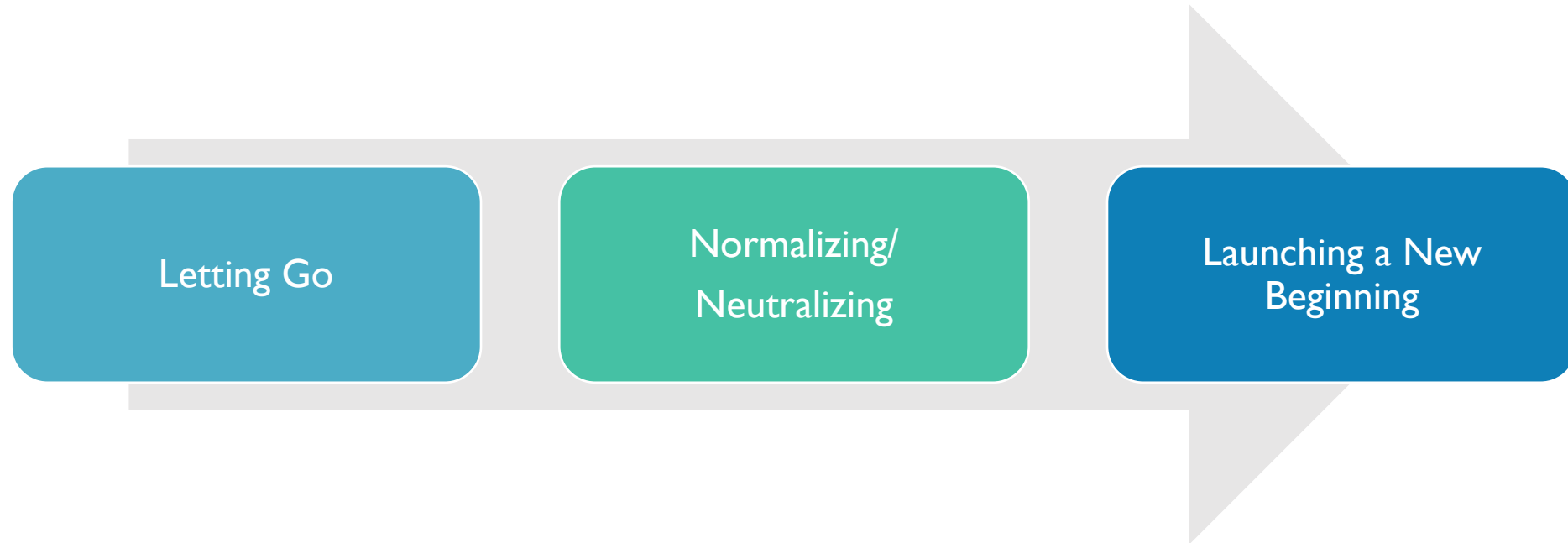
To produce high quality goods and services at a lower cost with few resources.

To support organizational growth and profitability.

To motivate employees through:
challenging work assignments and opportunities for growth recognition for achievement.

Change Transition

A Three Step Process



WHAT IS YOUR NEXT STEP



Change Action Plan

What are you going to
take action on?

Start with the three
easiest items.

Change

Action Steps

(1 of 4)

List specific behaviors.

Be as systematic as possible.

Rank the behaviors in terms of their complexity or degree of difficulty.

Rank the behaviors in terms of chronological order.

Change

Action Steps

(2 of 4)

Begin with the least difficult behavior.

Advance to a more difficult behavior.

Break difficult behavior down into several smaller behaviors.

Attach time limits to each behavior.

Change

Action Steps

(3 of 4)

Repeat specific behavior until mastered.

Review all previous behaviors.

Advance to next most difficult behavior.

Measure and evaluate.

Keep records (preferably visual).

Change

Action Steps

(4 of 4)

Reinforce through reward and punishment.

Use visual reminders (pictures, charts, etc.)

Remember: "A small goal is enough!"

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