CHANGE MANAGEMENT





PIHRA 804 Change

Agenda

- Defining change
- Organizational dynamics
- HR roles
- Operating on 5 Levels
- Individual communication & leadership opportunities



Quote

"When the rate of change outside is faster than the rate of change inside the organization, then the end is near."

- Jack Welch, CEO, GE



Quote

"You must be the change you wish to see in the world."

- Mahatma Ghandi



Organizations and Organisms

Cycles of change: The S Curve

- Common to all forms of change
- Phases: Formation Growth Maturity Decline
- Transformation occurs when shifting to a new curve
 - ✓ Most challenging part of change, i.e. Linus while blanket is in dryer
 - ✓ Requires different kind of learning than moving along a curve
 - ✓ Requires energy, motivation, and a different leap of faith
 - ✓ Zone of Transformation: Ending—Neutral Zone—New Beginning



Change is Not Only a Constant but a Must See

Lewen's Force Field

- Internal factors driving the need for change
- External factors driving the need for change
- Internal factors driving the status quo
- External factors driving the status quo



Current vs. Desired



Dual Aspects of Change



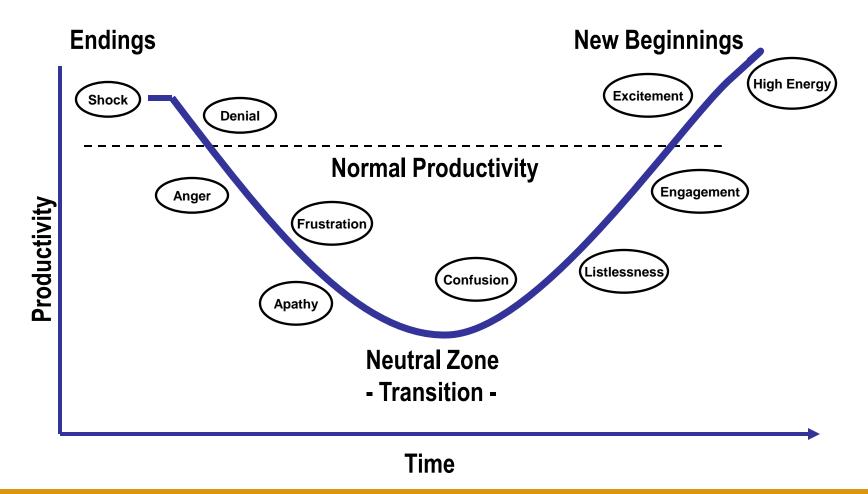
"Human-ness"



How Individuals Experience Change



Transition Curve





Phases of Change

Everyone experiencing a major change moves through a process of change and realignment represented by the <u>transition curve</u>. The ability to recognize that one's reaction is part of a larger process helps individuals regain a sense of control and work effectively in times of change.

Denial Commitment

Past

Resistance Exploration

Future

Leading Your Team

Communicate

Help Others See the Need for Change
Getting your team to wake up to the need for change involves giving them the knowledge they will need when called on to make important changes in the way they work.

Listen

Enroll People in the Change

This phase involves getting your team ready to accept and become active in the process of change. It involves getting over resistance and getting ready to learn new skills and ways of working.

Reward

Implement the Change

Now that the change has been designed, this period involves getting up to speed and realizing the possibilities of the new way. It is about learning and finding strategies to sustain the new ways.

Facilitate

Create Directions for Change

In this phase the team is ready to work with the leader to design and create a new path. It involves creating a vision and a road map for the change, learning, considering many possibilities and developing new skills individually and as a team. This is the high-energy, exciting period of change.



Five Challenges to Major Change Efforts

- Insufficient support for people during change
- Confusion about the purpose of change
- Lack of commitment by established powers
- Structures not included in the change
- People do not know how they are supposed to change



How do Most Organizations Deal with Change?

- Either as an EVENT to be managed (through change management classes)
- As a re-alignment of organizational PARTS (through reengineering/systems thinking)
- But research shows these approaches often fail to deliver results that change the business



Best Practice Research on Change Show...

- The greatest force for business change comes from everyday people to people interactions.
- There is a new approach to leveraging the power of interactions that Right calls "Building Agile Organizations"



Research and Client History on Change Show...

Change and agility results are paradoxical:

- The more you focus on change as an event or a system to be managed, the less flexible you become
- The more you leverage the power of people-to-people interactions the more you build agility as a core competency
- People relating to one another are the most powerful, but unpredictable force for business change.

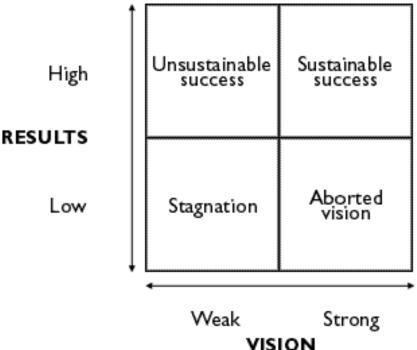
What is Agility?

"Organizational agility is having the attitudes, processes, and energy to execute new business strategies quickly and effectively."



Kotter, 1999

VISION, RESULTS, AND SUSTAINABLE SUCCESS



Transforming an organization is the ultimate test of leadership, but understanding the change process is essential to many aspects of a leader's job building coalitions and creating a vision - are especially relevant to our times

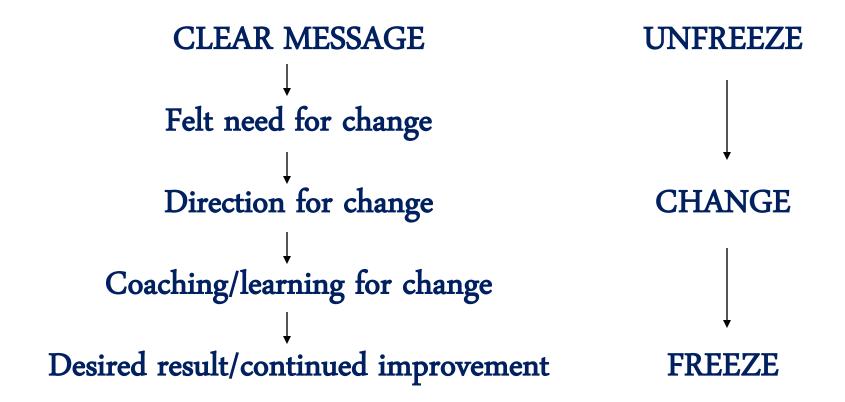
What HR Can Do

Key objectives

- Provide forum to people to understand and deal with the events in a balanced way
- Identify actions that the organization can take to help employees
- Provide appropriate support systems (internal and external)
- Determine when to restore the organization to normal functioning



Change Model

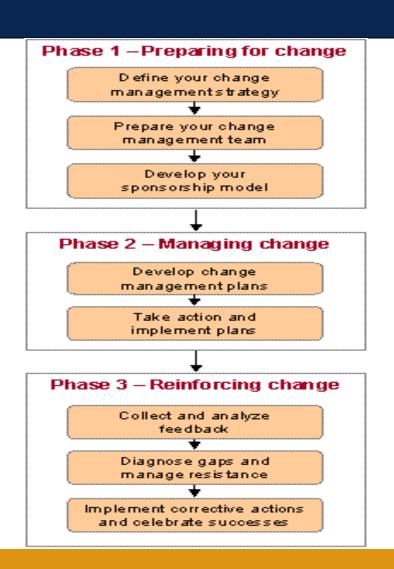


Change Model

Define Business Case

Define Current Situation (SWOT)

Define and act upon Implications





Can vs. Will

§	§	
Can Not Act	Frustration	Appropriate "Letting Go"
§ Can Act	Mastery	§ Giving Up
S	Have Will	Have Will



Circle of Influence





Operating on Five levels at Once

- Strategic
- Leadership
- Structural
- Individual / communications
- Recognition and reward



Communication vs. Conversation

