

# CHANGE MANAGEMENT



**brainard**  
STRATEGY

# 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**

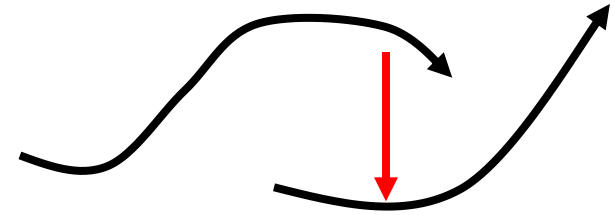
# Quote

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

**- Mahatma Gandhi**

# 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

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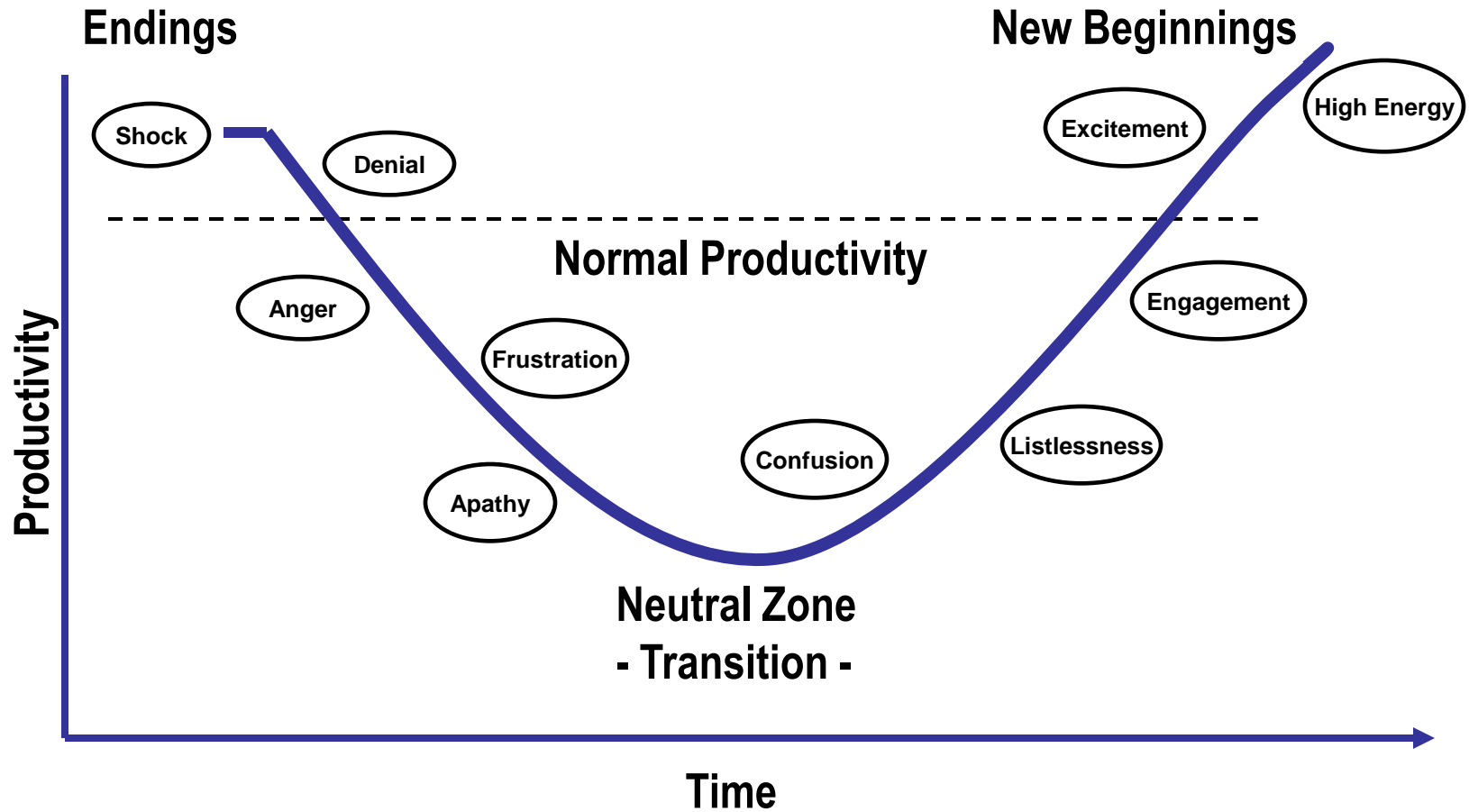
“Human-ness”



# How Individuals Experience Change

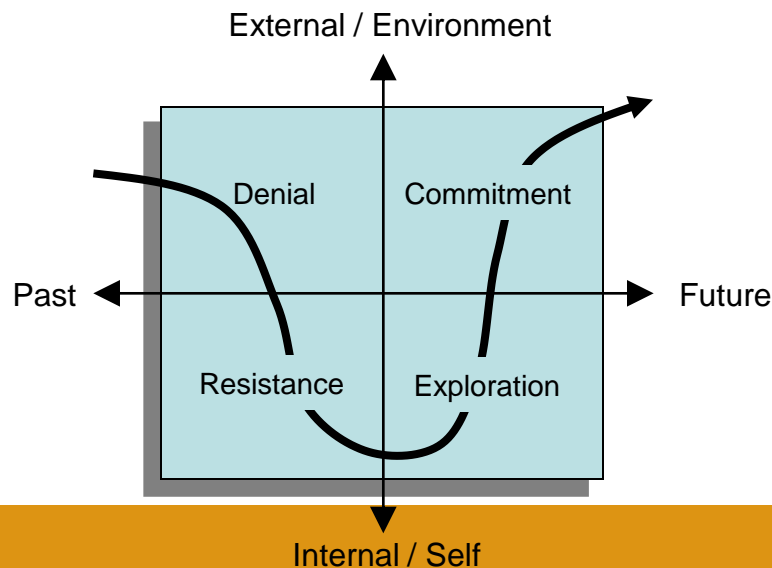


# Transition Curve

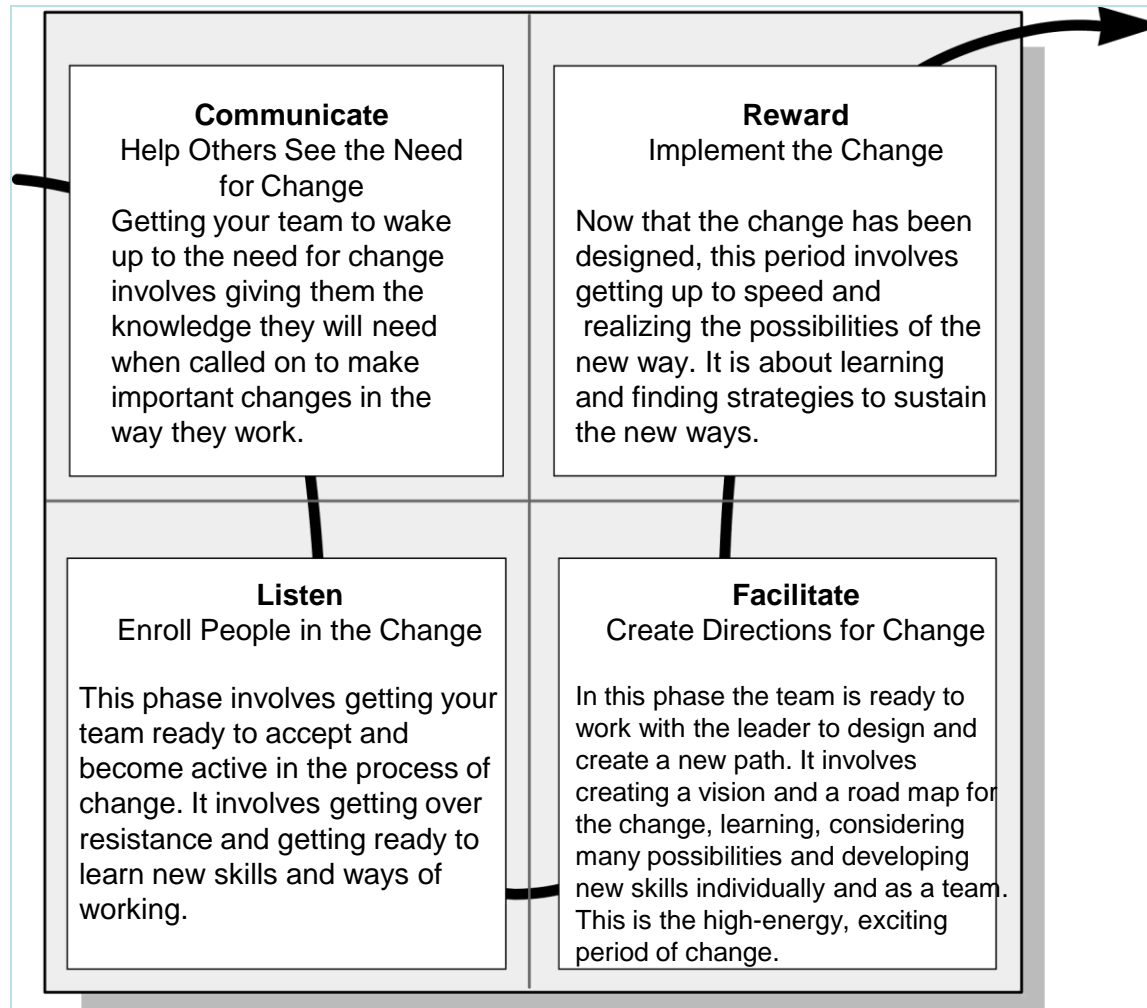


# Phases of Change

Everyone experiencing a major change moves through a process of change and realignment represented by the transition curve. 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.



# Leading Your Team



# 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:

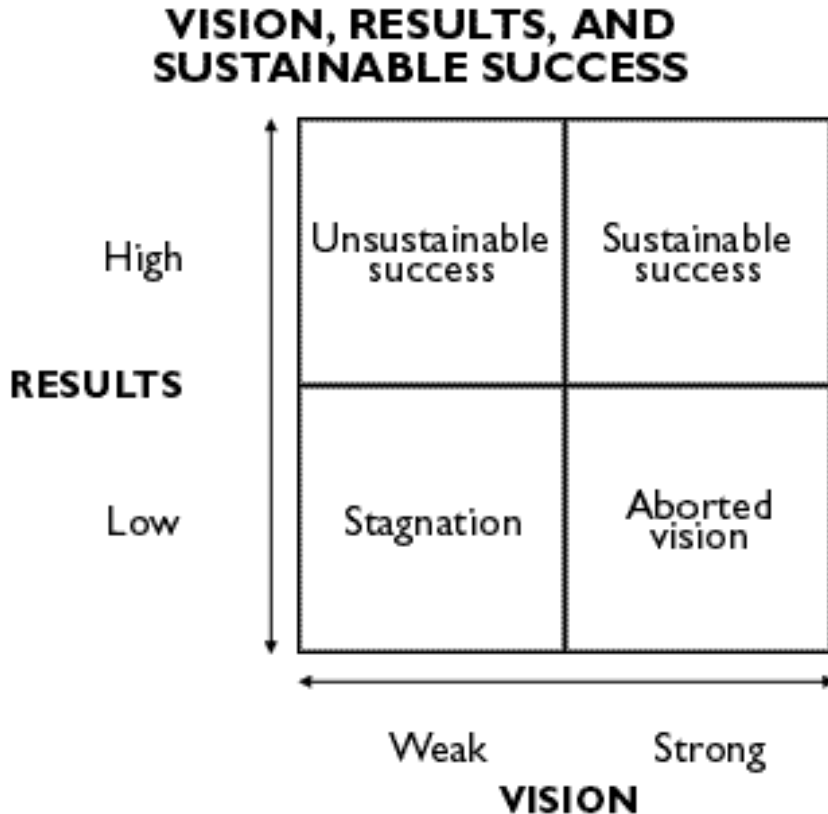
- The more you focus on change as an event or a system to be managed, the less flexible you become
- The more you leverage the power of people-to-people interactions the more you build agility as a core competency
- People relating to one another are the most powerful, but unpredictable force for business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



# What is Agility?

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

# Kotter, 1999



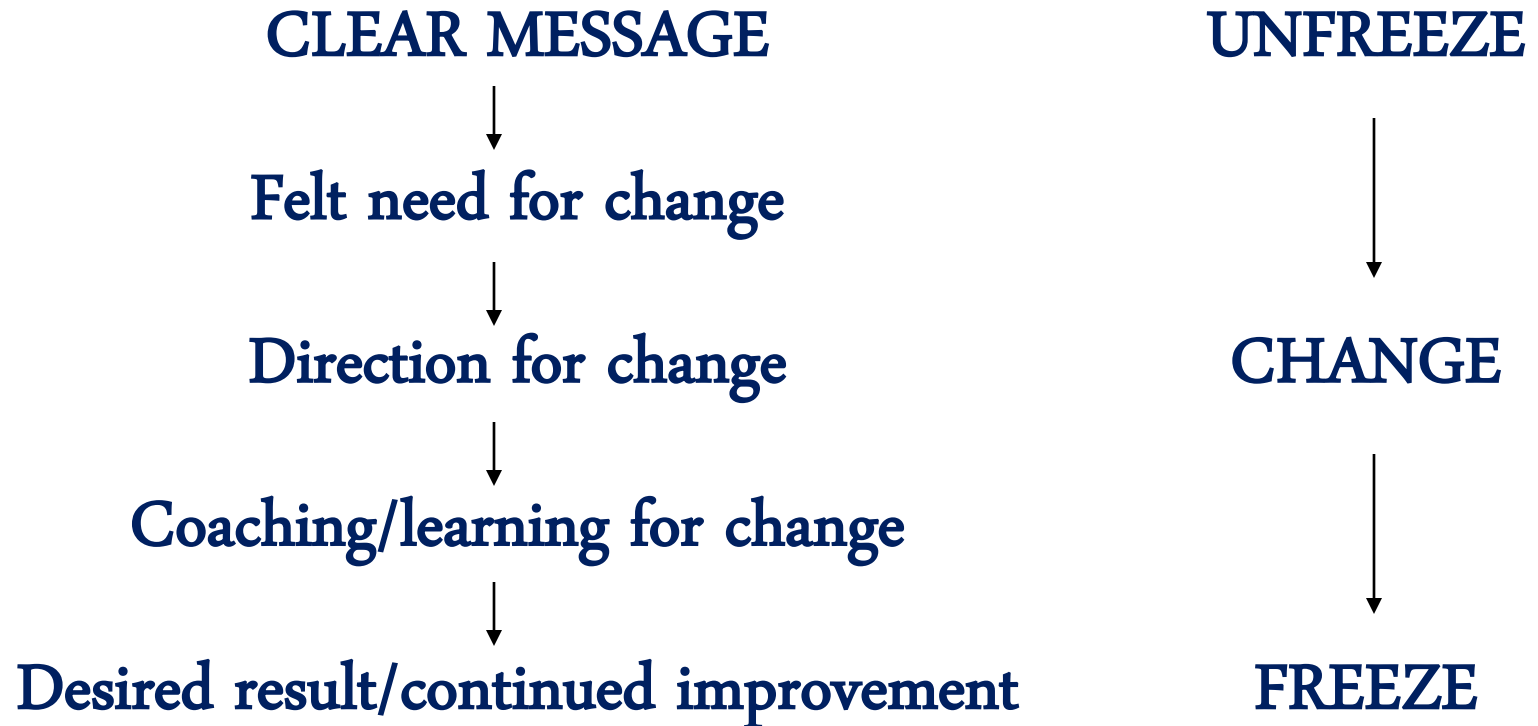
Transforming an organization is the ultimate test of leadership, but understanding the change process is essential to many aspects of a leader's job - building coalitions and creating a vision - are especially relevant to our times

# 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

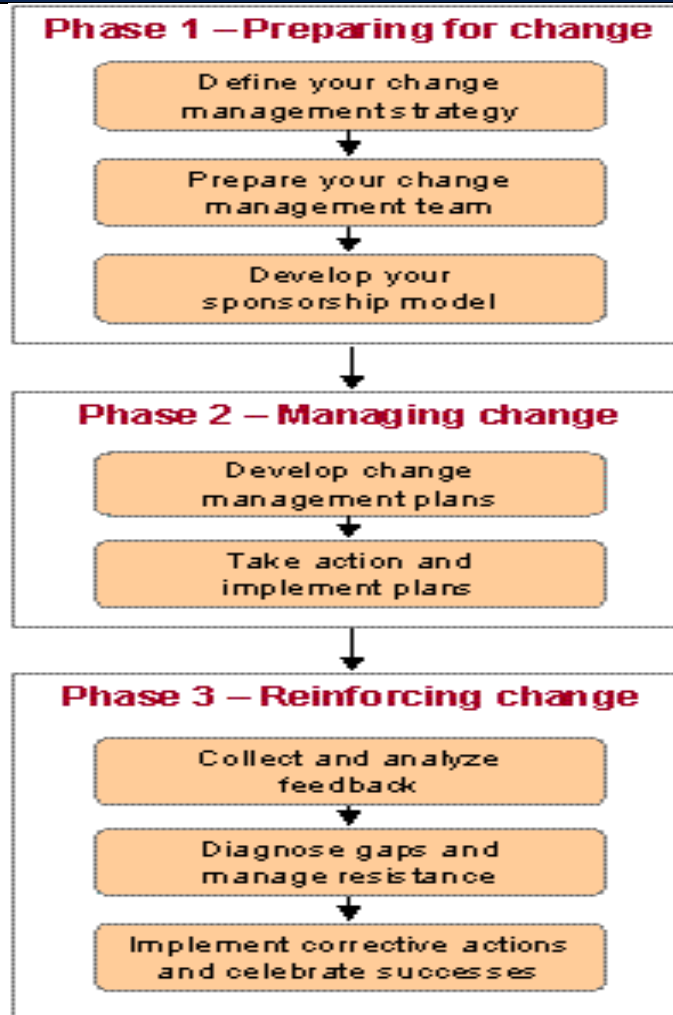


# Change Model


Define Business Case

Define Current Situation  
(SWOT)

Define and act  
upon Implications



# Can vs. Will

§ <b>Can Not Act</b>	§ Frustration	Appropriate “Letting Go”
§ <b>Can Act</b>	Mastery	§ Giving Up
§ 	<b>Have Will</b>	<b>Have Will</b>

# Circle of Influence



# Operating on Five levels at Once

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



# Communication vs. Conversation

