

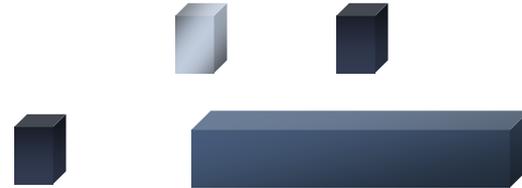
WHY THIS TOPIC?

- In a rapidly changing world, every leader needs to understand how to guide change
- Change comes in many forms in the nonprofit world:
 - Meeting new financial, board or stakeholder demands
 - Implementing a strategic or development plan
 - Upgrading or implementing technology systems
 - Leadership or board transition
 - More or less funding
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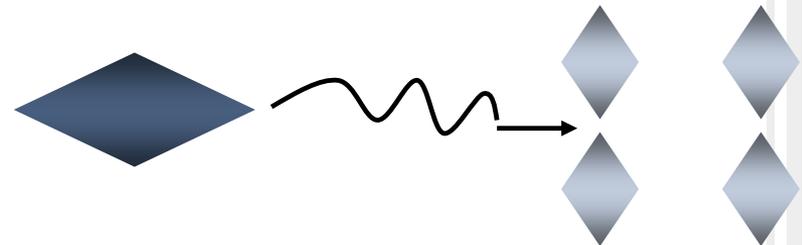
CHANGE AS SYSTEMIC

Systemic change can be pervasive and multi-directional. For example:

When creating something that does not exist, e.g., a strategic plan, new technology



When shifting states from current to future, e.g., redefining business processes, a re-organization, new leadership, technology, culture change



When dismantling something, e.g., closing a program, merging



YOUR LEARNINGS/EXPERIENCE

Consider your past experiences in leading or participating in org changes. Share your comments here.

Factors that helped	Factors that hindered	What would you do differently

ELEMENTS OF CHANGE GAPS AND IMPLICATIONS

Clarifying Purpose	Initiating Commitment	Planning for Change	Creating Followership	Building Capability	Reinforcing Change	Pursuing Alignment	CHANGE
	Initiating Commitment	Planning for Change	Creating Followership	Building Capability	Reinforcing Change	Pursuing Alignment	CONFUSION / DISENCHANTMENT
Clarifying Purpose		Planning for Change	Creating Followership	Building Capability	Reinforcing Change	Pursuing Alignment	COMPLACENCY/ LACK OF IMPORTANCE
Clarifying Purpose	Initiating Commitment		Creating Followership	Building Capability	Reinforcing Change	Pursuing Alignment	FALSE STARTS/ WASTED RESOURCES
Clarifying Purpose	Initiating Commitment	Planning for Change		Building Capability	Reinforcing Change	Pursuing Alignment	FRUSTRATION/ RESISTANCE
Clarifying Purpose	Initiating Commitment	Planning for Change	Creating Followership		Reinforcing Change	Pursuing Alignment	INACTION/ CONFUSION/ SELF DOUBT
Clarifying Purpose	Initiating Commitment	Planning for Change	Creating Followership	Building Capability		Pursuing Alignment	WASTED EFFORT/ LOSS OF MOMENTUM
Clarifying Purpose	Initiating Commitment	Planning for Change	Creating Followership	Building Capability	Reinforcing Change		PROLONGED CHAOS/ IMBALANCE

CASE STUDY – WASHINGTON NON PROFIT ORGANIZATION

- WNPO is a 10 person employee organization that has been incredibly successful in its field. The company is over 25 years old and is known for maintaining a benevolent family type atmosphere.
- Over the past 2 years, the economy has impacted the organization. WNPO has not responded quickly to these issues and began to see increased competition from other non profits that had more successful plans to help them through tough times. Six months ago the ED left to move with her husband to Michigan. The board appointed an interim ED while conducting a search for a new ED. Following his appointment, the interim ED focused primarily on rebuilding morale and bringing back donors.
- Now a new ED has been hired and bring the organization back from the brink. Two people, loyal to the former ED, have left. The board has had natural turnover of terms and there are three of 10 board members who are brand new.
- You have to assess the current change issues and develop a recommendation for the new ED who is committed to turning things around.

CHANGE AS TRANSITION

Transition and change are not the same things. “*Transition* is the psychological process people go through to come to terms with a new situation. *Change* is situational: the new boss, the new process, the new job.” *William Bridges*

Endings

To move to the future, you must first let go of the present. Beginnings depend on endings.

- What is ending as a result of this change? What continues?
- What are you leaving behind?
- What is it time for you to let go of?
- Who will lose or has lost what?
- How can you honor the endings and losses?
- How can you bring to completion or closure key activities or relationships?

Neutral Zone

A period where neither the old ways nor the new ways work well. A time of re-orientation & redefinition.

- What is known or uncertain at this time?
- What ways can you normalize the uncertainty of this period?
- What ways can you organize this period into manageable, understandable, time limited phases so people can experience the group as making progress?
- How can you use the creativity and learning of this period?

Beginnings

Beginnings involve new understandings, values, attitudes and identities. They follow the timing of the mind and heart.

- What will be new or different as a result of this change?
- Are you consistently communicating what “the beginning” looks like?
- How can you ensure some quick successes?
- How can you symbolize the new identity or new beginning?

TRANSITIONS

- Ending
 - Leave taking
 - Celebrating/mourning what has passed
 - Letting go of the trapeze
- Neutral Zone
 - Wandering
 - New routines not established
 - Flying after releasing the trapeze
- Beginning
 - Establishing new habits
 - Settling in
 - Grabbing the next trapeze

MANAGING TRANSITIONS - ENDINGS

People experience	People need	Leaders can
Fear, resentment, caution	Information, safety	Provide ongoing, accurate information Clarify what's changing and what's not Support people in 'grieving'

MANAGING TRANSITIONS – NEUTRAL ZONE

People experience	People need	Leaders can
Doubt, anxiety, confusion, creativity, energy	Acceptance, focus, short-term wins, opportunities to contribute	Be available Set realistic productivity and/or work goals Foster creativity and learning, set up feedback mechanisms

MANAGING TRANSITIONS - BEGINNINGS

People experience	People need	Leaders can
Increased confidence and focus, ambivalence	Applause – note success, share credit, emotional and resource assistance	Create ways to celebrate and reward Model desired behaviors and attitudes Ensure policies and procedures reinforce the new system

INITIATING COMMITMENT: WHAT MAKES A GOOD “CASE FOR CHANGE”

- Urgency
- Timing
- Noble purpose
- Fear
- Magnitude
- Relationships
- Believability
- Emotions
- Personalization
- Mutual need
- Data & Facts
- Others?

BUILDING THE CASE FOR CHANGE WORKSHEET

In completing the worksheet, you will address a number of the key areas that people want to know about and which will help to begin their movement from “Why change?” to “We must change.”

Current State	Why is what we’re currently doing not working? What is driving the change? What market place, stakeholder, financial, operational, morale, health, leadership mindset, employee, etc., issues are requiring that we shift?
Costs	How will the business or organization suffer, or how will we suffer if we don’t change? What impact will not changing have on our stakeholders? Competitive advantage? What personal impact will not changing have on you and your team? The board?
Future State	Where are we going? What will the future look and be like? What will be valued and rewarded in the future? What will not be changing?
Benefits	What will the organization gain? What will we gain as individuals and together? What will be meaningful to us? How will this change help us succeed? What will motivate us to achieve the future?
Information on Project	How will we move ahead? What phase of the change are we in? What specifically is changing? Who will be involved? Who is affected? When will we see changes? How will we be kept informed?

CREATING FOLLOWERSHIP: HOW PEOPLE MOVE THROUGH CHANGE



CREATING FOLLOWERSHIP: WHAT YOU CAN DO

Preparing yourself

- Assess your own responses to change
- Acknowledge your own fears and doubts
- Chart gains and losses
- Expect resistance from others

Helping others from the inside out

- Know that people will process change at different rates
- Surface and release the fears and doubts
- Get the group to list the stressors
- Help people to see what's in it for them
- Explore choices
- Acknowledge departures (losses) and arrivals
- Honor the past (e.g., create a group history)
- Use Rumor Therapy

Helping others from the outside in

- Include others in the planning of the changes
- Reconfirm direction, roles, and responsibilities
- Provide training and experience
- Identify barriers to success
- Keep communicating the vision and the need
- Clarify roles and responsibilities
- Provide incentives for desired behaviors
- Delay non-essential changes

PRINCIPLES OF SUCCESSFUL CHANGE LEADERSHIP

- Purpose drives the choices we make
- Think whole system
- Ownership and commitment come from participation
- Honor the past and the present as we create the future
- The wisdom is in the people
- Communicate constantly, using multiple channels
- Much of change work is about getting things done with or through others
- Ensure that policies, structures and rewards reinforce the new ways
- Remember that change is a long-distance race, not a sprint

LEADERSHIP'S CHALLENGE



Challenges include:

- Being able to function without knowing all the answers
- Holding the process of change (and chaos) knowing that they cannot control all that is occurring
- Creating hope versus fear when they are also afraid
- Providing space for negative emotions from others; understanding when fear, uncertainty and doubt surface
- Role modeling new behaviors when they still feel uncomfortable

LEADERSHIP'S CHALLENGE, CONTINUED



What leaders can do for themselves

- ✓ Know their own change thresholds
- ✓ Stay committed to direction, yet unattached to specific outcomes
- ✓ Know that they have choices and stay open to surprises
- ✓ Own up to what they do not know or understand
- ✓ Make personal concerns explicit and develop a plan to address them
- ✓ Establish support networks with other leaders
- ✓ Sleep
- ✓ Exercise and eat well
- ✓ Reach out to family, friends and community



QUESTIONS??????

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