NAVIGATING CHANGE IN TIMES OF UNCERTAINTY

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DEVELOPMENT STRATEGIES PLUS

Organizational effectiveness by design

WHY THIS TOPIC?

- Change, even that which is for the better, can lead to both positive and negative reactions from team members.

- Having a good understanding of the change process, typical reactions, and potential solutions can increase your chances of creating a more positive experience for your organization.

- Change is constant - we're all going through it right now – change of manager, funding changes, new team, new positions, new board members, etc.

"It is not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change." Charles Darwin

CRITICAL AREAS OF CHANGE LEADERSHIP REQUIRED

Think of change as a 3 legged stool…

Content: What is changing, e.g., process, culture, service or program, structure, etc.

Process: The way in which the change is planned, managed, designed and implemented

People: The emotional reactions, acceptance, level of involvement, and cultural dynamics

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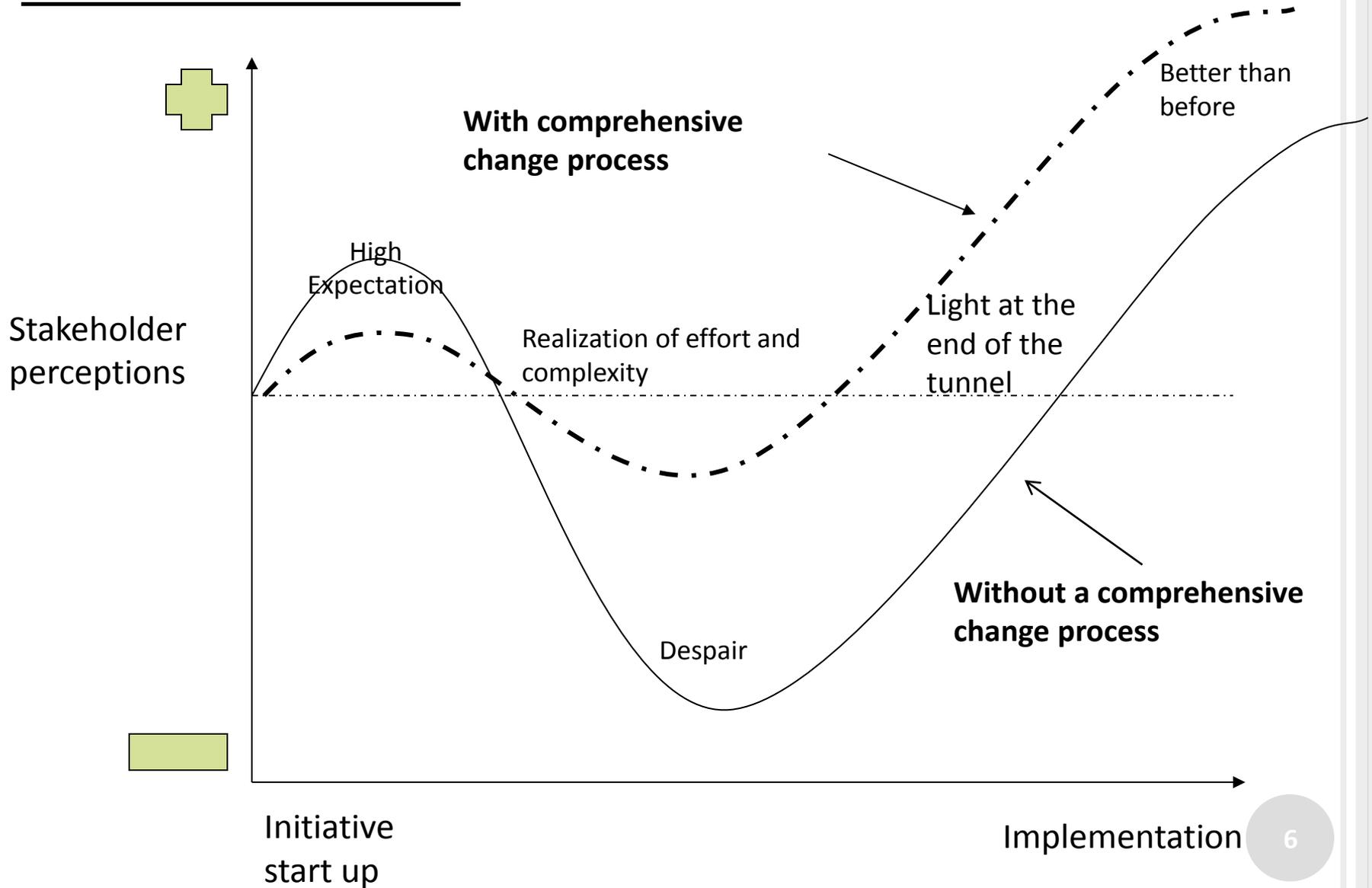# CONSIDER A CHANGE YOU HAVE EXPERIENCED

- What did you do to help the process?

- What could you have done differently?

- What did/do you find most challenging about the change process?

- What are the important aspects of your organization's culture that may impact the success of any change effort?

THE BOTTOM LINE

Think of a time where a change was not handled well. What happened? What were the costs (financial, morale, time, goodwill, credibility, etc.?)
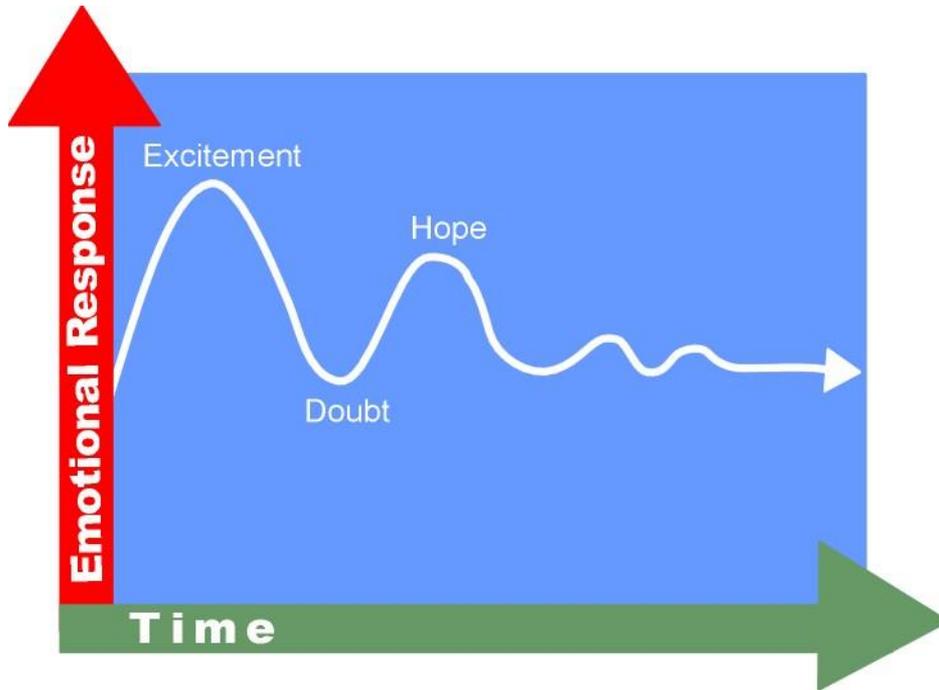
- 80% of change efforts fail.

- Most initiatives will somehow change the way people do their work.

- Change is painful. Anticipate disruption and prepare to address.

- Change leadership within an organization can make a difference.

- The change strategy must be linked to the business strategy.

- Change is accomplished by individuals.

- Change is a highly personal experience.
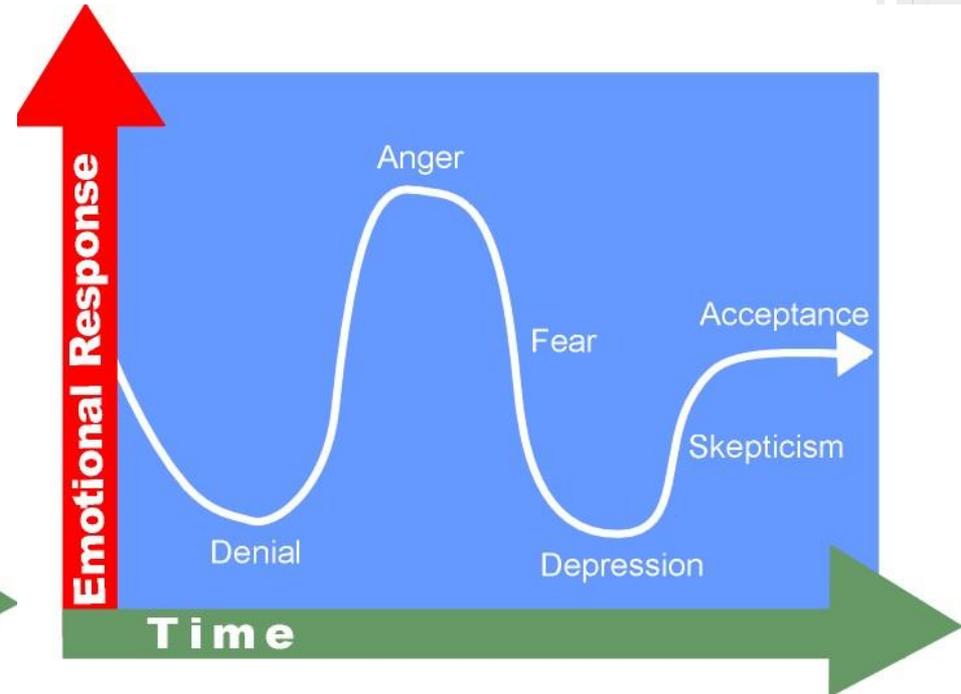
- Information catalyzes change.

PROCESS OF CHANGE

Stakeholder perceptions

With comprehensive change process

Better than before

High Expectation

Realization of effort and complexity

Light at the end of the tunnel

Without a comprehensive change process

Despair

Initiative start up

Implementation

EMOTIONAL RESPONSE

Emotional response to a **positively** perceived change
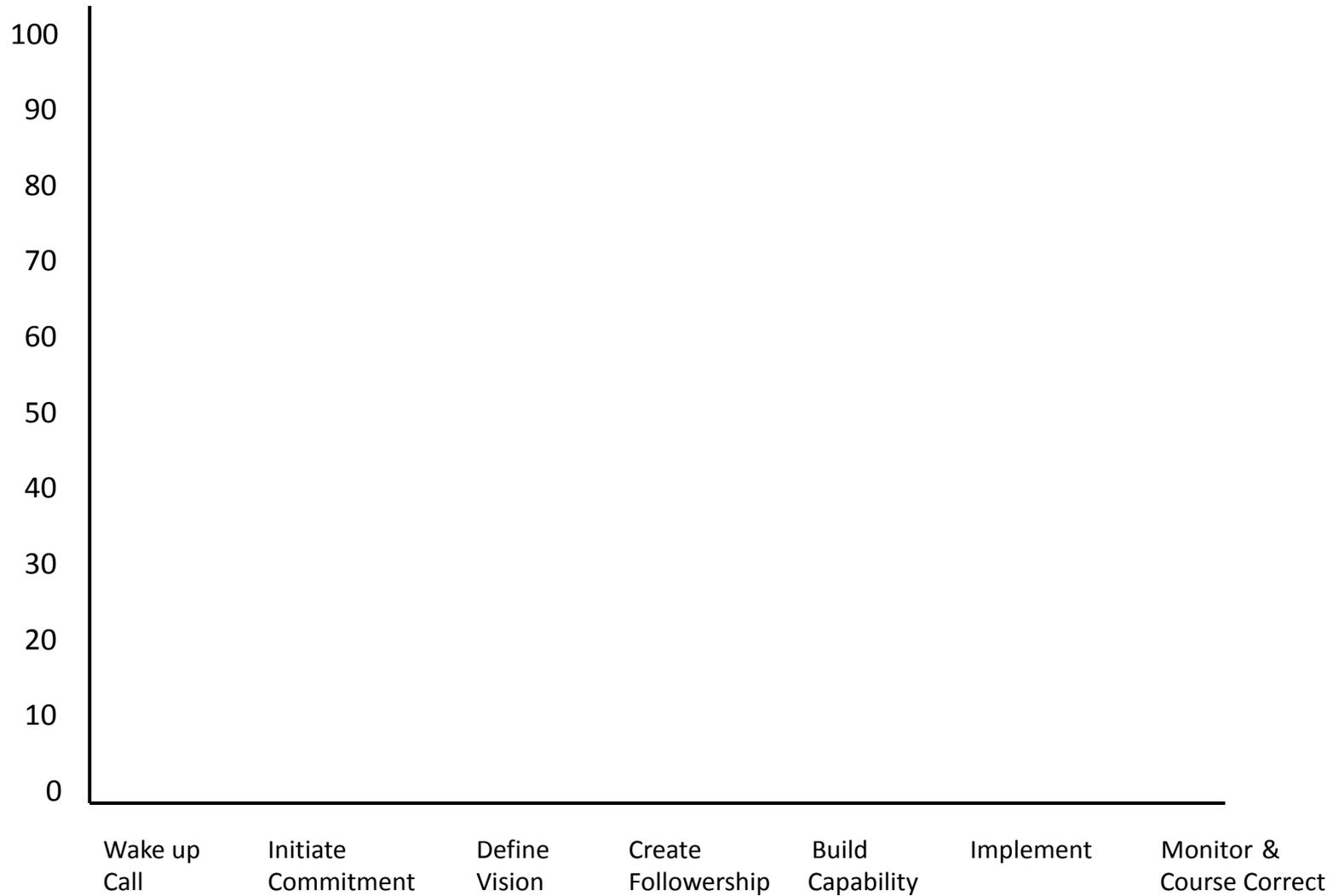
Emotional response to a **negatively** perceived change

Adapted from Kubler-Ross

WHY CHANGE FAILS – 6 COMMON MISTAKES

- The scope of the change is misdiagnosed
- Change is mistakenly viewed as an event rather than a process
- Leaders fail to understand their role in leading change
- The human element of change is not adequately addressed
- People become change weary
- Cultural forces are ignored or misunderstood

"It's not so much that we're afraid of change or so in love with the old ways…It's like Linus when his blanket is in the dryer. There's nothing to hold on to."

ASSESS YOURSELVES

Chart with y-axis from 0 to 100 (in increments of 10) and x-axis categories: Wake up Call, Initiate Commitment, Define Vision, Create Followership, Build Capability, Implement, Monitor & Course Correct
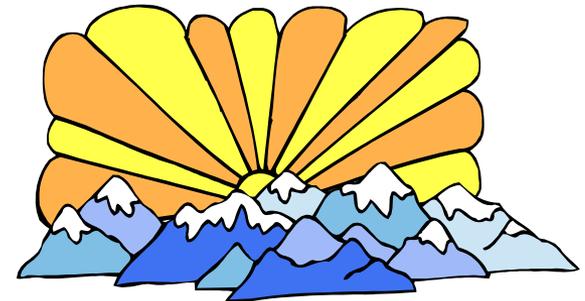
Where transition fits in

Known
Comfortable
Familiar
Stability

Uncertainty
Unpredictable
Uncontrollable
Coping with sense of loss/gain

Unknown
Risky
New roles/work

"The single biggest reason organizational change fails is that no one thought about endings or planned to manage their impact on people."

THE LEADER'S ROLE IN MANAGING TRANSITIONS

Endings	Neutral Zone	Beginnings

KEY PRINCIPLES TO REMEMBER

1. Unless the <u>transition</u> occurs, the <u>change</u> will not work -- or will not work optimally.

2. People don't resist <u>change</u>. They resist <u>loss</u>.

3. All change involves feelings of "loss" and letting go.

4. Transition is what happens after the event – navigating through the change

5. People go through <u>predictable</u> stages of transition. Changes can be positive or negative – the process is the same though the feelings may be different.

Working through transitions

- In every change, there is gain and loss…and people see them differently.

- People need to get support for their own feelings and reactions in order to be able to help others.

- Unless transition occurs, change will NOT be accepted.

- Change(s) may work in the short term, but without transition, change will not be realized in the long-term.

- Everyone has their own way of coping.

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*Based on William Bridges' work, *Transitions*

ASSESS THE IMPACT OF CHANGE

Impact	Positive	Negative
Org Structure		
Processes		
People		
Programs/Services		
Funding		

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CHANGE COMMITMENT ASSESSMENT

Business Readiness*

Audience	A	U	B	C	Impact
Board Members					
Funders					
Staff					
Donors					
Others…					

Commitment Levels Needed – A (Awareness); U (Understanding); B (Buy-In); C (Commitment)
Degree of Impact – Low, Medium, High
*Consider Actual vs Desired

Stakeholder analysis

Key Players	Prevent it from happening	Let it happen	Help it happen	Make it happen	Actions to close the gap

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ASSESSING RESISTANCE

What is the likelihood that your initiative will lead to the following:

Forms of Resistance*	Very Unlikely	Unlikely	Likely	Very Likely
Perceived threat to job security				
Loss of expertise				
Need to learn new skills				
Shifts in influence, authority, control				
Shifts in communication patterns				
Loss of organizational status				
Change in habits or customs				
Limited understanding of change				
Low tolerance for change				
Other:				

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*Consider the different audiences impacted or those whose support you will need

Do you continue?

Risk	Incentive	Burden

PREPARING TO COMMUNICATE

Stakeholders	Positive Impact (How change benefits them)	Negative Impact (How change hurts them)
Winners		
Losers		

Based on this info, outline communication plan

QUESTIONS TO GET YOU STARTED...

- Does your board understand the basic nature of change?

- What is the board's and partner agencies and community's capacity for change right now?

- How motivated is the board at this time?

- What resistance can you expect?

- How are you proactively managing the change?

- What are you doing to align the environment (community and partner agencies) to support the change?

- What's in place to help individuals through the change?

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APPENDIX

3 BASIC STRATEGIES FOR DEALING WITH CHANGE

1. Planning the change (the easiest part)
2. Management of the change (the hardest part)
3. Stabilizing/monitoring the change (the most overlooked part)

"The greatest danger in times of turbulence is not the turbulence – it is to act with yesterday's logic" – *Peter Drucker*

CHANGE AND TRANSITION*

Change is an <u>event</u>	*Transition is a <u>process</u>*
◆ *Organizations implement change*	◆*People go through transitions*
➢ **Not personal**	➢**Intensely personal**
➢ **Gather data and measurements**	➢**Build perceptions based on available information**
➢ **Identify change targets**	➢**Identify gains and losses**
➢ **Redesign processes, systems, and tasks**	➢**Reorient how skills and knowledge are used**
➢ **It's about managing results**	➢**It's about managing personal reactions**

Based on work by William Bridges

Risks to implementing change

- Staff, your board or your stakeholders may not support the new process

- Some staff may lack the skills required for newly defined roles and/or processes

- Leadership (staff or board) may be reluctant to let go of the existing flexibility that exists with the "old ways"

- People may tend to revert back to the old ways if transition to new processes is not smooth

- There may be no consequences defined for those that don't support the change (or rewards for those that do)

WHAT IS RESISTANCE?

- Resistance is any force that slows or stops movement.
- It is not negative and there aren't "resistors" out there waiting to ruin a change.
- People resist in response to something.
- The people resisting don't see it as resisting; they see it as survival.
- There is resistance based on information, e.g., lack of information, disagreement with the information, confusion, etc.
- There is resistance on an emotional level, e.g., loss of power or control, feeling of incompetence, loss of status, etc.
- There is resistance based on personal mistrust or too much change.

OTHER WISDOM ABOUT "CHANGE"

- More complicated, expensive, and time consuming than we usually imagine

- More complicated to sustain than to initiate

- It is equally important to be clear on what is *not* *c*hanging—what will remain constant during the period of change

- New processes usually rely on old resources

- Learning is essential to change...*those who change learn; those who learn change*

- Change from the top happens at the whim and will of those below

- Preparing for change means assessing change hardiness for yourself, staff, board, stakeholders, etc.

Establishing a sense of urgency

- Successful change is about feeling, not just thinking
- People change when these see a truth that influences their feelings, a vivid picture of the opportunities ahead that connect to the head AND the heart
- People don't change simply because they read a report that shifts their thinking (Reports are mostly "head" with little "heart")

See   ⟶   Feel   ⟶   Change

is more effective than

Analyze ⟶ Think ⟶ Change

QUESTIONS TO BE ANSWERED

Information

"I've heard of the change, but would like more information about it."

Personal

"How am I going to be affected by it? Will my work change?"

Operational

"What are the nuts and bolts of how this will work within the COE?"

Impact

"What will the impact be on our department/team/unit?"

Collaboration

"How do I work with others to make this a reality (implement)?"

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FORMULA FOR SUCCESS

1. Be prepared to answer the questions on the prior slide (Ideally, answer before they're asked)

2. Get influential people on board with your change (those with personal power)

3. Tell people about the change (the WHAT)

4. Tell people why the change is needed (the WHY)

5. Tell people how this is going to work (the HOW)

6. Communicate so people know the WHAT, WHY and HOW multiple times, through multiple venues

7. In order to change, people need to be **motivated** (What's in it for me?) and have the **ability** (skills) to change

Faced with the choice between changing one's mind and proving there is no need to do so, almost everyone gets busy on the proof." John Kenneth Galbraith

Questions? Email Susan at susan@development-strategies.biz