

Changing How We Lead Change

presented by



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Typical Kinds of Change We Face in Business

- ❖ **GROWTH...positioning the organization for rapid growth**
 - **Site re-location**
 - **Geographical Expansion**
 - **Launch a new product or service**
- ❖ **DECLINE...loss of business, downsizing**
- ❖ **CONTINUOUS IMPROVEMENT INITIATIVES...Lean Manufacturing, Shared Leadership, Total Teamwork, Suggestion Systems**
- ❖ **INDUSTRY CHANGES...responding to new customer demands, new supply chain requirements, and/or new competitor behavior**
- ❖ **MERGERS & ACQUISITIONS...assimilating contrasting cultures**
- ❖ **NEW COMPANY LEADERSHIP...performing against new expectations**
- ❖ **RE-ORGANIZATION**
- ❖ **NEW GOVERNMENT REGULATIONS**

Your Personal Experience of Change

Reflect on your own career and respond to the following from your experience:

- ❖ What was the very best change you've ever lived through at work?
 - Describe it briefly:

 - What made it the best?

- ❖ What was the very worst change you've ever lived through at work?
 - Describe it briefly:

 - What made it the worst?

- ❖ Pair up with your neighbor and share your BEST and WORST experiences. While you are sharing make a note of words and phrases that capture the reasons or themes for what specifically happened that made your and your partner's experiences either BEST or WORST. Hank will collect these words and phrases on the easels when the conversation is over so please be prepared to share.

What Can We Expect?

20% Change Friendly

50% Neutral

30% Antagonistic (Noisy or Quiet)

SO....Where do we focus our attention?

“The secret of managing is to keep the guys who hate you away from the guys who are undecided.”

Casey Stengel

Some Useful Assumptions About Change

- **Most people hate to be changed...or have change DONE TO THEM.**
- **Many people like being a part of change...participating in it.**
- **RESISTANCE is the most common side effect of change. The root cause of ALL resistance is FEAR OF LOSS. Mis-information or an information void breeds fear.**

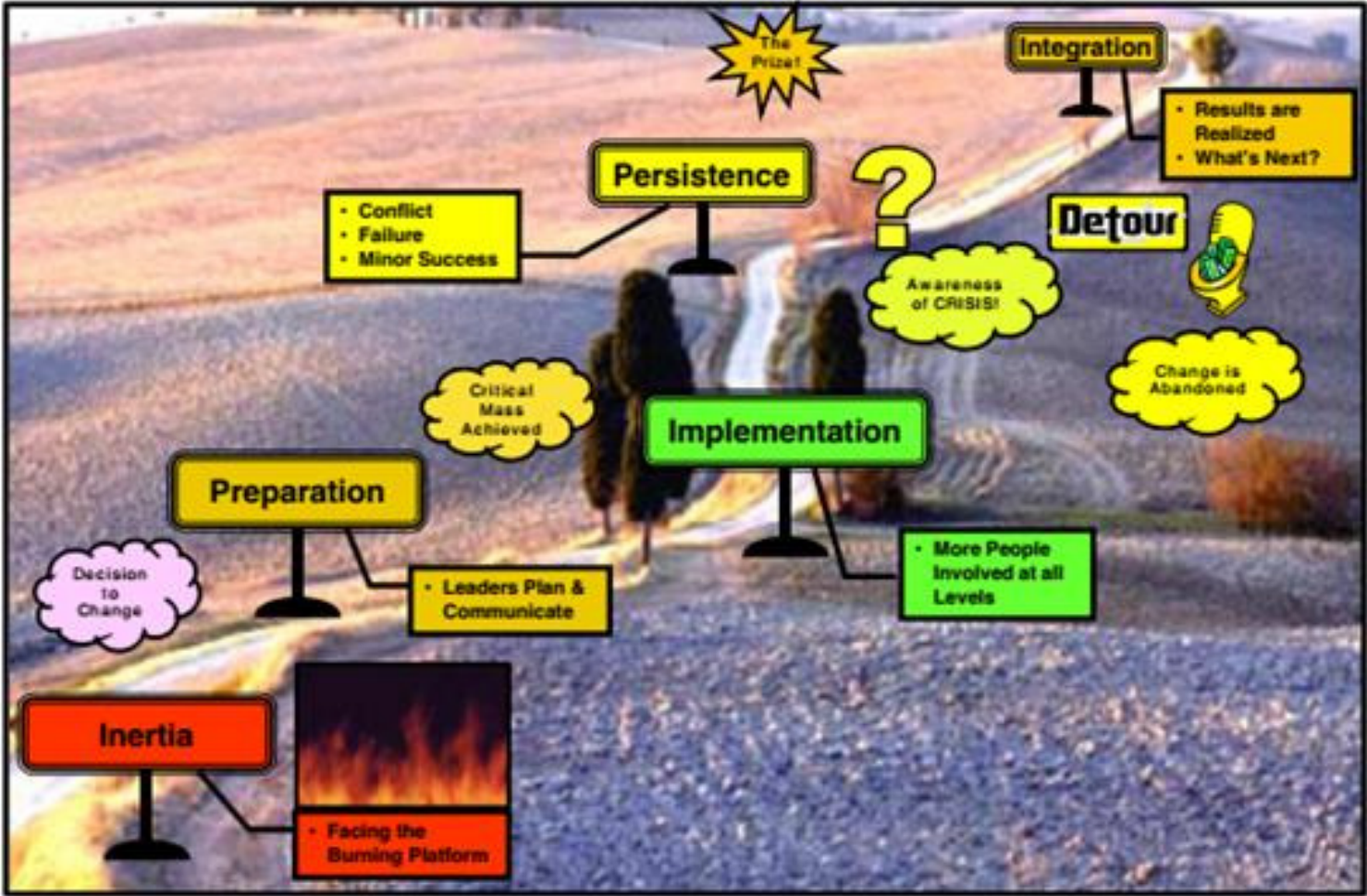
“They spend their time mostly looking forward to the past.”

John Osborne in ‘Look Back in Anger’

Some Often Ignored Truths About Change

- **Change is a dynamic process that unfolds in predictable and manageable phases NOT a series of events.**
- **The emotional and behavioral issues of the people involved must be addressed as thoroughly as the operational issues for a change initiative to succeed.**
- **Hearts and Minds as well as Machines and Systems must be considered for a change to be effective and sustainable.**
- **Sustainable organizational or departmental or group change does NOT occur until the beliefs and behavior of the people in the organization or department or group change.**
- **Changing behavior is an inherently emotional process which few leaders understand or are comfortable confronting.**

The Change Journey



What Is Your Organization's Change-Ability?

- | | | | |
|---|------------|---|------------|
| 1. We Aggressively look for new opportunities & respond to them quickly. | True/False | 8. New ideas are encouraged & rewarded. | True/False |
| 2. We constantly seek better ways of doing things. | True/False | 9. We don't have a "we've always done it that way" mentality. | True/False |
| 3. We are able to implement new ideas, methods, processes or systems quickly & effectively. | True/False | 10. Empowerment is REAL in our organization. People at all levels feel a part of what is going on. | True/False |
| 4. We regularly celebrate improvements & successes in our company. | True/False | 11. Individuals at all levels are good at adapting to change & are recognized for their ability & willingness to do so. | True/False |
| 5. We support & encourage each other during stressful times. | True/False | 12. At the leadership level we come together as a TOTAL TEAM to address change. | True/False |
| 6. We focus our energy on forward movement. | True/False | 13. We look for opportunities to learn from mistakes...NOT to blame each other. | True/False |
| 7. We don't get stuck in over-analyzing. | True/False | | |

10+ True = Your organization is a MASTER OF CHANGE

6-10 True = Your organization has some CHANGE VISCOSITY

<6 True - Your organization is STUCK IN THE MUD with regard to change

"The people who change best and fastest are the ones who have no choice."

Robert Frey, Harvard Business Review

As a Leader of Change How Do You Stack Up?

- **Are you a role model for adaptability and resilience?**
- **Do you lead others into change? OR...**
- **Do you somehow lead them into resistance?**

A Checklist to Tune Yourself Up as a Change Leader

- **What's happening that requires change?**
- **What will the benefits of changing be...what problems/losses will be avoided by the change?**
- **When does the change need to be made...immediately...gradually?**
- **Who will be affected by the change...what benefit or loss will they perceive?**
- **What's in it for me to change and lead the change?**
- **What's in it for those whose help I need to implement the change?**
- **How can they best be involved?**

The “Coach Approach” to Leading & Managing Change... *a HOW TO primer*

Team Up Your Leadership Around the Change

Make sure those who will be leading the change are completely ready to lead. Form a change team and make sure your leaders know and buy in...

Prepare the Culture for Change

(Note: culture could be as small as a department, work cell or as large as the entire organization.)

- ❖ **Communicate & Educate All Who are Impacted.** Explain the reasons for the change. Explain the risks to all for sticking with status quo. Resistance is often rooted in a lack of “shared understanding” about the changes resulting in a “fear of loss.”

All Leaders and Managers Should be Singing off the Same Song Sheet...

- ❖ **Make it an honor to be involved in planning the change.**

Get the message across that we are *“doing this with you” NOT “to you.”*

- ❖ **Take care of the Me Issues and the Concerns that Surface Along the Way.** We can’t expect people to embrace change if they can’t figure out how it will affect them or their friends. The toughest thing is “not knowing”. In the absence of facts, most people will make stuff up and relate to it as a fact and generate fear. Scared people are sure to drag down great initiatives.

- ❖ **Promise Problems.** Change nearly always brings about problems. Ask people to help you surface those problems. (Most leaders and managers relate to surfacing concerns and problems as dissent and discourage it. This causes resistance.)

Coach People Through the Change...

Nurture Progress Until You Reach Critical Mass...Then Celebrate Results...

Persisting Resisters

Ultimately some folks will leave simply because they cannot deal with this change or future changes. Everyone should get a chance to “change the way” they deal with change. Once people have had a chance to improve their capability to handle change, nobody should get away with holding the organization back or slowing the organization down! Every member must learn to surface their concerns in an appropriate manner and then help to resolve the problems they have identified.

An Exercise in Planning a Change Initiative

Reflect on your own department and consider a change that you feel would improve the departmental performance. Design an initiative to implement the change so that it accomplishes the objectives you envision and produces maximum buy-in by the people whom the change will impact.

- ❖ Briefly describe the change to include:
 - Why you want to make the change?
 - The benefits you envision from making the change?
 - When would you begin the change initiative and how long do you estimate it would take to have the change be fully integrated i.e. become standard operating procedure?

Pair up with your assigned partner and discuss each other's proposed change. Choose the one that you agree might provide the best learning example and collaborate on designing a process (you will have 30 minutes to complete your design) to implement that change to include:

- ❖ The goals...specifically what will be different after the change is implemented compared to current reality.
- ❖ Key checkpoints/milestones from start to full integration.
- ❖ The key players in making the change a success and changes you envision in their roles.

- ❖ Key actions to prepare your department for the change

- ❖ Innovative ways to involve department members in the change

- ❖ What ME issues do you foresee?
 - How might you handle them?

- ❖ What implementation problems do you foresee?
 - How might you handle them?

When you have completed your design please review it and note any questions and insights you got from your collaboration. Be prepared to share these with the entire group.