

MANAGING CHANGE



SOME KEY UNDERSTANDINGS

- **Change & Transition**
- **Motivating change**
- **The Bell Curve of Change**
- **The Neutral Zone**
- **Formal, Informal, & Tacit**
- **Establishing Cultural change**
- **Responding to the “Change Barriers”**

UNDERSTANDING “CHANGE” & “TRANSITION”

*“People will vote for change and then
oppose transition”*

UNDERSTANDING “CHANGE” & “TRANSITION”

“**Change** are the actual things that are done differently”

“**Transition** is the emotional journey that change creates”

TWO WAYS TO ENCOURAGE CHANGE

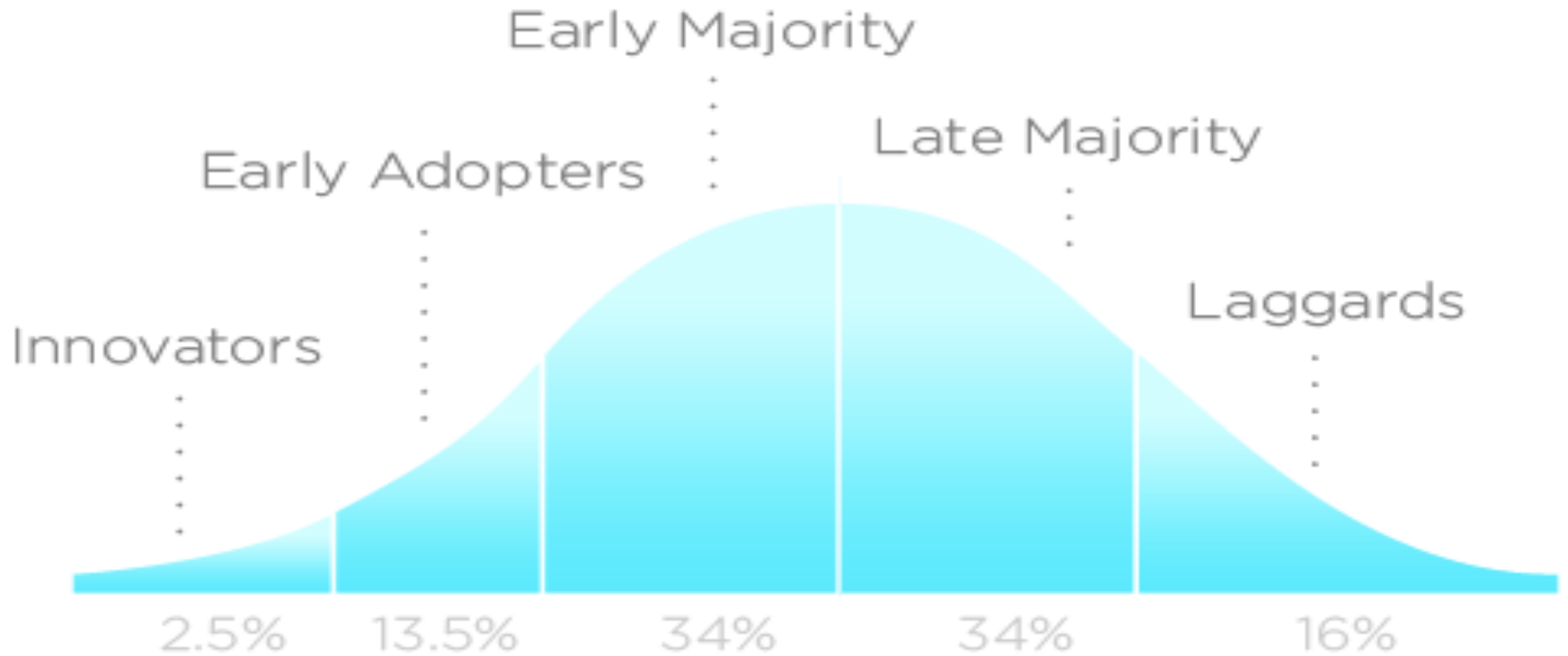


TWO WAYS TO ENCOURAGE CHANGE

Create Dissatisfaction

or

Articulate an Inspiring Vision that requires new
and bold approaches and methods



Bell Curve Of Change

WILLIAM BRIDGES' THREE PHASES OF TRANSITION

Endings



Neutral Zone



New Beginnings

WILLIAM BRIDGES' THREE PHASES OF TRANSITION

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Neutral Zone



New Beginnings

The voyage of Transition is from when the “old normal” ceases until the “new normal” is just “normal”



Comfort



Discomfort
& Loss



Uncertainty &
Opportunity



Promise

FIVE HELPFUL CONCEPTS FOR THE NEUTRAL ZONE

- Disengagement
- Dismantling
- Disidentification
- Disenchantment
- Disorientation

THREE TYPES OF RULES

- **Formal** Written Down
- **Informal** Not written but talked about
- **Tacit** Not written and often not understood

“CULTURAL” CHANGE IS OUR TARGET!

This is the difference between surface level
and foundational change

“CULTURAL” CHANGE IS OUR TARGET!

“Culture eats vision
for Breakfast!”

RESPONDING TO CHANGE BARRIERS



MAXWELL - WHY PEOPLE RESIST CHANGE

- The change isn't self initiated
- Routine is disrupted
- Change creates fear of the unknown
- The purpose of change is unclear
- Change creates fear of failure
- The rewards for change don't match the effort that change requires
- People are too satisfied with the way things are

MAXWELL - WHY PEOPLE RESIST CHANGE

- Change won't happen when people engage in negative thinking

- The followers lack respect for the leader
- The leader is susceptible to feelings of personal criticism
- Change may mean personal loss
- Change requires additional commitment
- Narrow mindedness thwarts acceptance of new ideas
- Tradition resists change

Critical Success Factors

See It (Commit)			Own It (Plan)			Do It (Implement)		Result
Case for change	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔	Development	Alignment	It's Working!
	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔	Development	Alignment	It's not urgent
Case for change		➔	Clear WIIFM	Implementation Plan	➔	Development	Alignment	It's not real
Case for change	Committed Leadership	➔		Implementation Plan	➔	Development	Alignment	It's not worth it
Case for change	Committed Leadership	➔	Clear WIIFM		➔	Development	Alignment	It's not going anywhere
Case for change	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔		Alignment	It's not possible
Case for change	Committed Leadership	➔	Clear WIIFM	Implementation Plan	➔	Development		It's not for long

adapted from the work of John Kotter

WHAT IS THE TAKE
AWAY FOR YOU
TODAY?