



# Change management workshop

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# Why 'change management'?

Most changes fail (In private companies, supposedly around 70%)

Apart from doing better change management, what can be done?

Sometimes they fail because **the desired change does not make sense** – misdirected, mistimed, unfocused, uncontrolled

- How are strategies developed and policies decided in your organisation? How are they managed?

Perhaps **the error is to see 'change management' as a special task**

- Separating and 'outsourcing' the process can generate critical problems?
- Staff know the 'change management' routine and respond with cynicism
- Change is everyday and the more it is done, in small steps, the easier it gets?
- Are all managers routinely trained in making change? Are staff routinely trained in how to engage in and handle change?
- 'Drive out fear' – the key to quality but also to change?
- Project management methods

Change can  
be voluntary,  
or imposed

*Voluntary, including active innovation & adoption of tested new models*

*Compulsory - imposed change.*

*Different experiences, possibly requiring different methods and levels of ambition.*

*Anticipation of compulsory change - make voluntary changes to mitigate damage, or even avoid the imposition. But can be difficult to motivate staff to make such apparently unforced changes.*

# Kotter's eight steps to transforming an organisation

- Establish a sense of urgency
- Form a powerful guiding coalition
- Create a vision
- Communicate the vision
- Empower others to act on the vision
- Plan for & create short term gains
- Consolidate improvements & produce still more change
- Institutionalise new approaches

## Eight Steps to Transforming Your Organization

- 1 ESTABLISHING A SENSE OF URGENCY**
- Examining market and competitive realities
  - Identifying and discussing crises, potential crises, or major opportunities



- 2 FORMING A POWERFUL GUIDING COALITION**
- Assembling a group with enough power to lead the change effort
  - Encouraging the group to work together as a team



- 3 CREATING A VISION**
- Creating a vision to help direct the change effort
  - Developing strategies for achieving that vision



- 4 COMMUNICATING THE VISION**
- Using every vehicle possible to communicate the new vision and strategies
  - Teaching new behaviors by the example of the guiding coalition



- 5 EMPOWERING OTHERS TO ACT ON THE VISION**
- Getting rid of obstacles to change
  - Changing systems or structures that seriously undermine the vision
  - Encouraging risk taking and nontraditional ideas, activities, and actions



- 6 PLANNING FOR AND CREATING SHORT-TERM WINS**
- Planning for visible performance improvements
  - Creating those improvements
  - Recognizing and rewarding employees involved in the improvements



- 7 CONSOLIDATING IMPROVEMENTS AND PRODUCING STILL MORE CHANGE**
- Using increased credibility to change systems, structures, and policies that don't fit the vision
  - Hiring, promoting, and developing employees who can implement the vision
  - Reinvigorating the process with new projects, themes, and change agents



- 8 INSTITUTIONALIZING NEW APPROACHES**
- Articulating the connections between the new behaviors and corporate success
  - Developing the means to ensure leadership development and succession

# Five steps to manage an imposed change

Explain the context behind the workplace change.

Define what has to be accomplished within a short timescale.

Engage the employees in crafting solutions.

Engage the employees in testing solutions in practice, and support their daily progress.

Explain your criteria and rationale for accepting, revising, and rejecting their inputs.

Adapted from: **Managing an Unpopular Change Effort** Bo Vestergaard, Harvard Business Review online, December 05, 2012

# Why change implementation fails

## Common reasons:

- Change effort is not sustained long-term
- Overcommitment – competing priorities
- Under-resourcing

## Also:

- Culture of fear / low risk
- Hierarchy
- Inflexible reward system
- Disconnect between change and strategy
- Multiple disconnected changes

Past failure leads to cynicism and fatigue – resistance to new change

**Source: 'Leading Change in a Company That's Historically Bad At It' Ron Carucci, Harvard Business Review online, August 06, 2019**

# 13 unlucky mistakes in managing traumatic change

Rosabeth Moss Kanter, HBR online, March 2010

Pressure to act quickly undermines values & culture

Management exercises too much control

Urgent tasks divert leaders from the mood of the organisation

Communication is haphazard, erratic and uneven

Uncertainty creates anxiety

Employees hear it from the media first [or from the 'grapevine' IW]

There is no outlet for emotions

Key stakeholders are neglected

It seem easier to cut [staff] than redeploy

Casualties dominate attention

Changes are expedient rather than strategic

Leaders lose credibility

Gloom and doom fill the air

Managers  
often know  
what to do

But often they don't do it – a human characteristic

- So is more training the answer?

Organisational structure and culture can undermine / block behaviour that would be successful

- E.g.
  - are the penalties for failure more reliable and greater than the rewards for success?
  - no matter what the organisation's policy says, are critical remarks actually welcome?



Thank you!

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