

Managing & Leading Change

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CAP|LLARY
learning

Change Thinking

Today's Agenda

Understanding People & Change

- Human Emotions to Change
- People Dealing with Change
- Understanding Stakeholders

How is Change Managed?

- Change Management or Managing Change?
- Change Management Approaches
- Change Management or Project Management

Leading Change

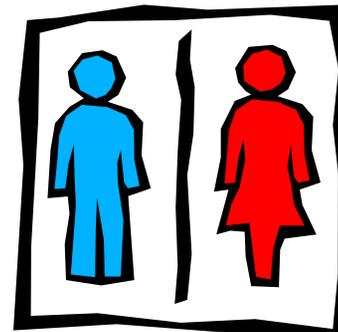
- Being a Leader of Change
- Change Alignment
- Understanding Expectations
- How to prepare your organization for change events

Introductions

- ▶ Who you are?
- ▶ Why are you here?
- ▶ What do you want to learn today?

Learning Experience Contract

- ▶ This is what I expect from you:
 - ▶ Respectful of others
 - ▶ Contributions
 - ▶ “Vegas Rules”
- ▶ What do you expect or ask of me?
- ▶ Expectations of Each other?





PAUSE

2 minutes



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Understanding People & Change

Section 1

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Human Emotions to Change

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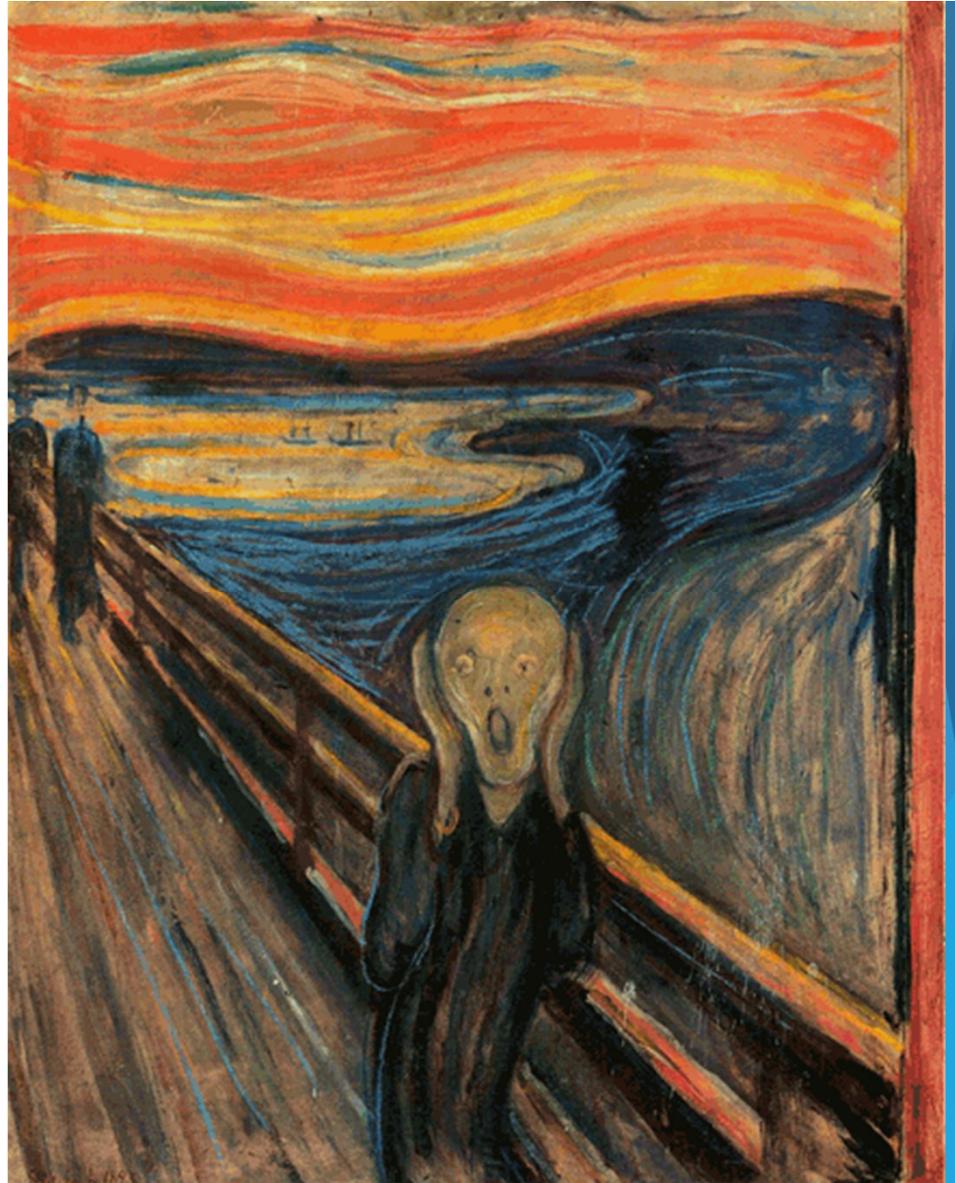
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Human Emotions to Change



Human Emotions to Change

The Bigger Picture ...



Human Emotions to Change

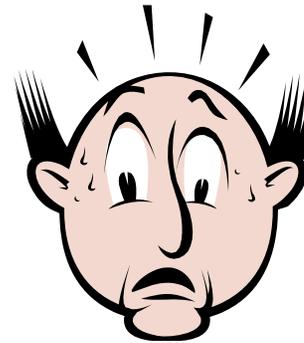
- ▶ Fear and anxiety ... of what?
- ▶ LOSS - loss of power, position, authority, status, rank, value ...

what will everyone else think of me now!

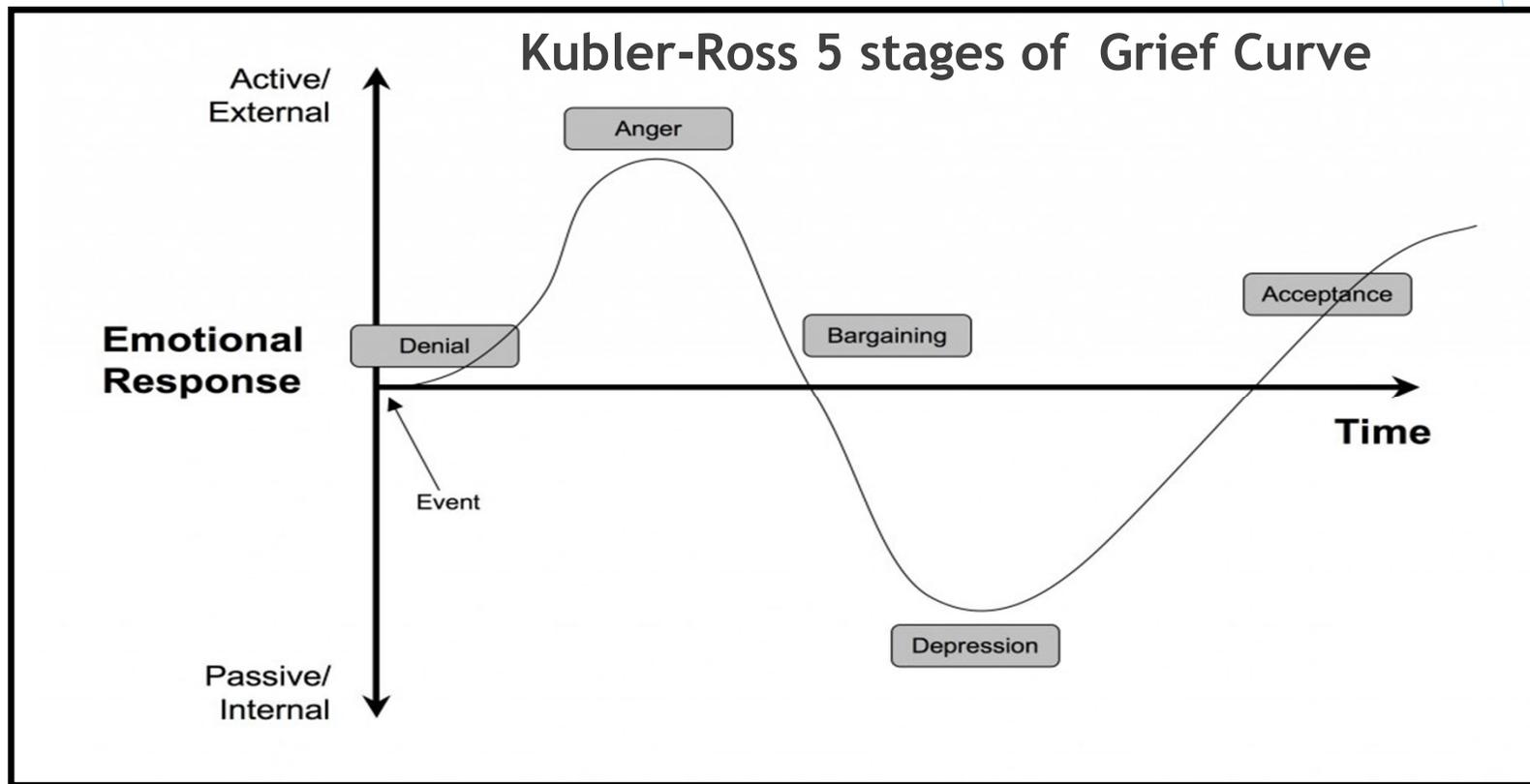
Human Emotions to Change

- ▶ Feeling loss is normal
- ▶ Reaction to loss - is called **GRIEF**
- ▶ Grief is normal, healthy, not unusual and to be expected.

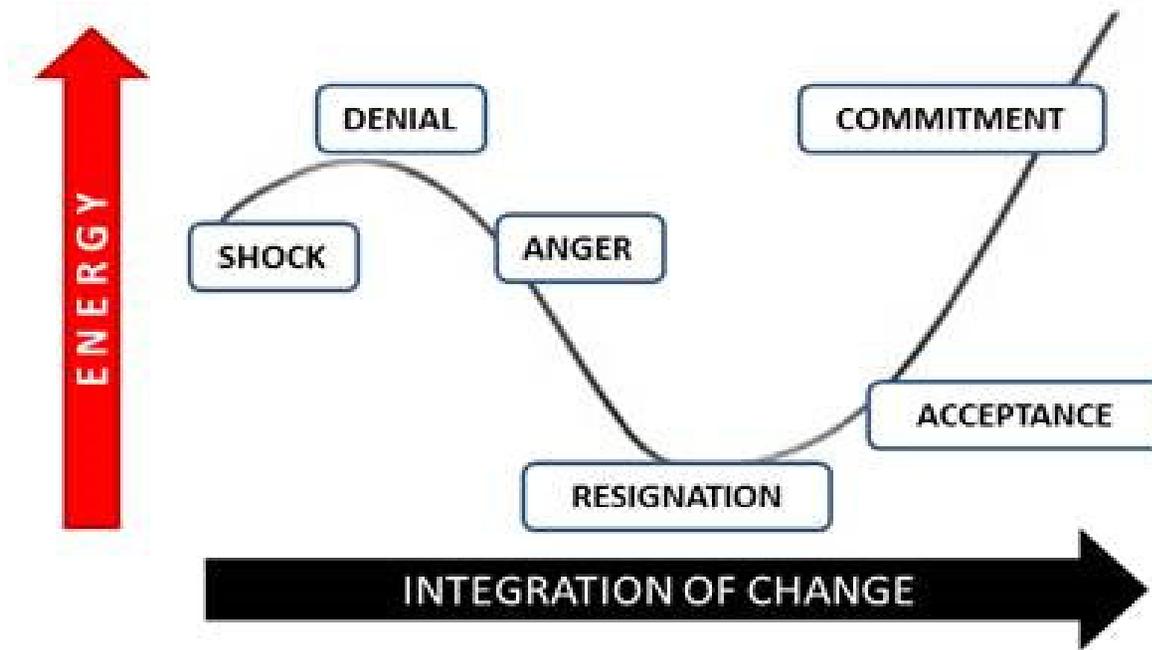
Human Emotions to Change



Human Emotions to Change



Human Emotions to Change



People Dealing with Change

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People Dealing with Change

- ▶ Resistance vs Resilience
- ▶ What does each achieve and how much energy is used?



People Dealing with Change

- ▶ What does resistance to change really achieve?



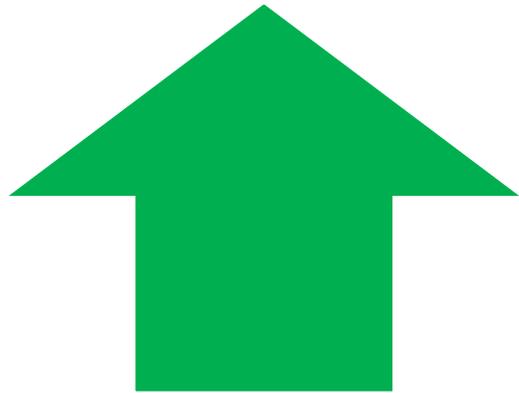
People Dealing with Change

- ▶ What does resilience to change enable?

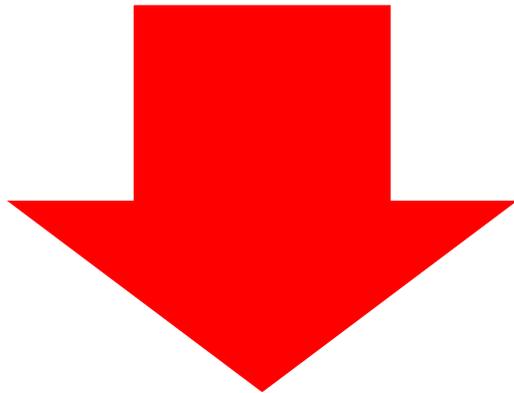


**KEEP
CALM
AND
CARRY
ON**

People Dealing with Change



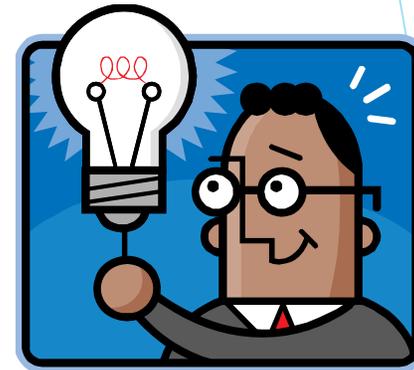
Increased Resilience
Acceptance & Capability



Reduced Resistance
Explanation & Inclusion

People Dealing with Change

- ▶ Change Acceptance
- ▶ Its not resignation, its realisation



People Dealing with Change

- ▶ Change Capability
- ▶ Strength, understanding and readiness

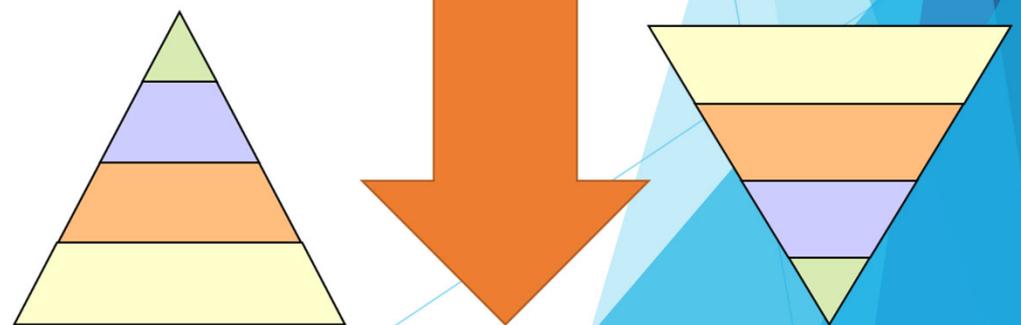


People Dealing with Change

Avoid Resistance with quality explanation:

- ▶ 3C = Consistent, Clear and Concise Message
- ▶ Translate high level into low level
- ▶ LCD = Lowest Common Denominator
- ▶ Inverse pyramid communications ...

The closer to the action, the more pointed the information.



BREAK

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How is Change Managed

Section 2

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Change Management or Managing Change?

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Change Management or Managing Change?

▶ What is Managing Change?

Co-ordinating, connecting or directing a number of interconnected tasks to go from an existing current state to a future state.

Change Management or Managing Change?

- ▶ What is Change Management?

Support, advice, guidance and their associated activities to enable people experiencing a change to successfully implement, adopt and sustain the future state.

Change Management Approaches

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Change Management Approaches

▶ Change Approaches:

- ▶ Kurt Lewin
- ▶ William Bridges
- ▶ John Kotter
- ▶ ADKAR® (PROSCI®)
- ▶ Stephen Covey
- ▶ McKinsey
- ▶ ACMP Standard®
- ▶ Capillary

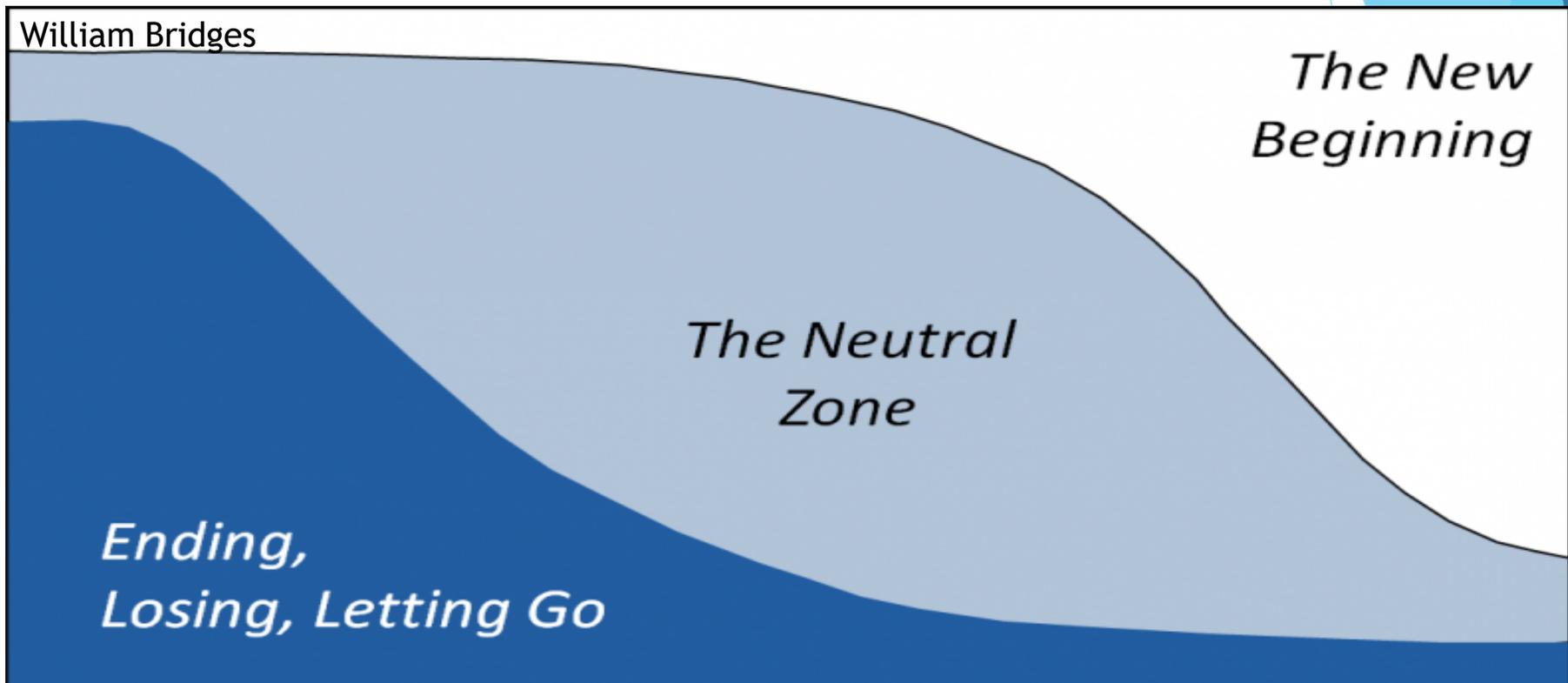
Change Management Approaches

- ▶ Kurt Lewin



- ▶ *Frontiers in Group Dynamics: Concept, Method and Reality in Social Science; Social Equilibria and Social Change - 1947*

Change Management Approaches



Kotter's 8 Step Model



Prosci® ADKAR® Model

- ▶ Awareness of the need for change
- ▶ Desire to participate and support the change
- ▶ Knowledge on how to change
- ▶ Ability to implement required skills and behaviors
- ▶ Reinforcement to sustain the change

Covey's 7 Habits

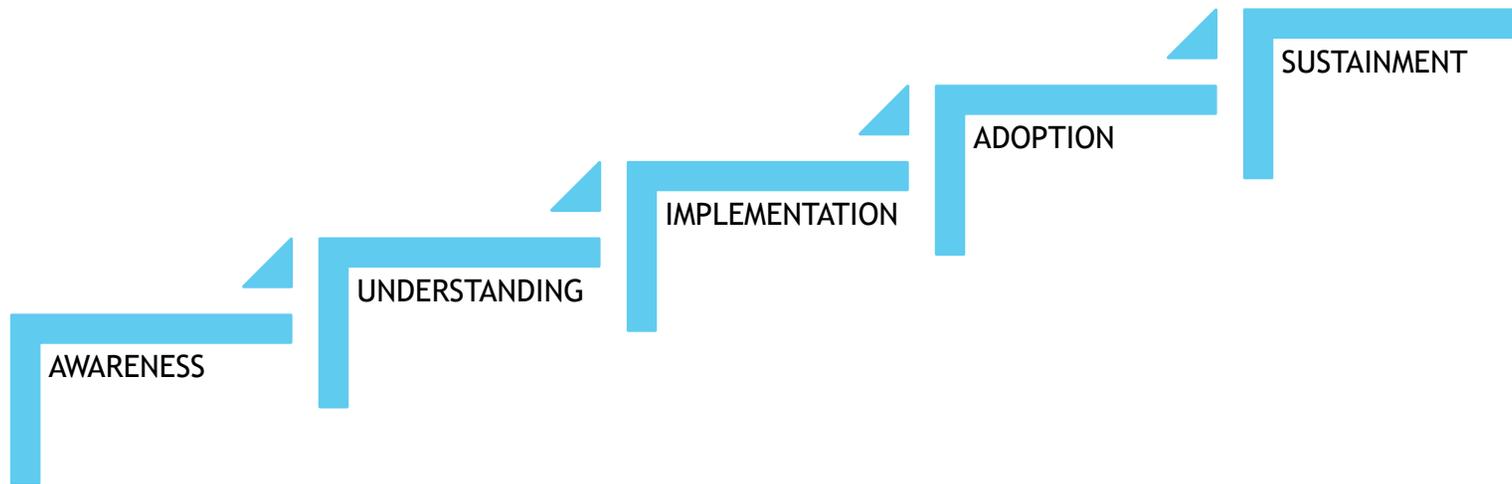
- ▶ Habit 1: Be Proactive
- ▶ Habit 2: Begin With The End In Mind
- ▶ Habit 3: Put First Things First
- ▶ Habit 4: Think Win/Win
- ▶ Habit 5: Seek First to Understand, Then to Be Understood
- ▶ Habit 6: Synergize
- ▶ Habit 7: Sharpen the Saw

McKinsey's 7S

1. Shared values
2. Strategy
3. Structure
4. Systems
5. Style
6. Staff
7. Skills



Capillary Approach



Change Management & Project Management?

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Change Management & Project Management?

Project Management Approaches:

- ▶ PMI: *PMBOK® Guide* - PMP®
- ▶ PRINCE 2
- ▶ Agile
- ▶ Lean
- ▶ Scrums

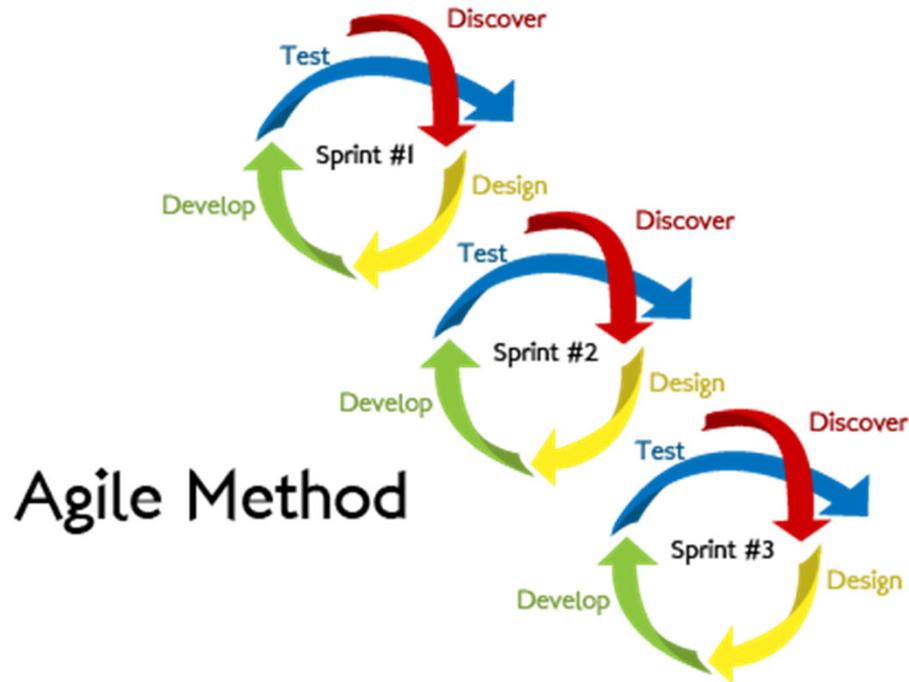
PMP and PMBOK are registered marks of the Project Management Institute, Inc

Change Management & Project Management?

Agile vs agile

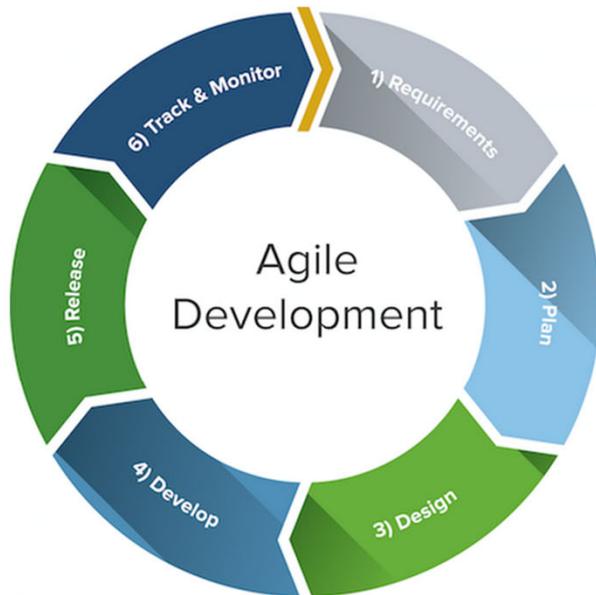


Change Management & Project Management?



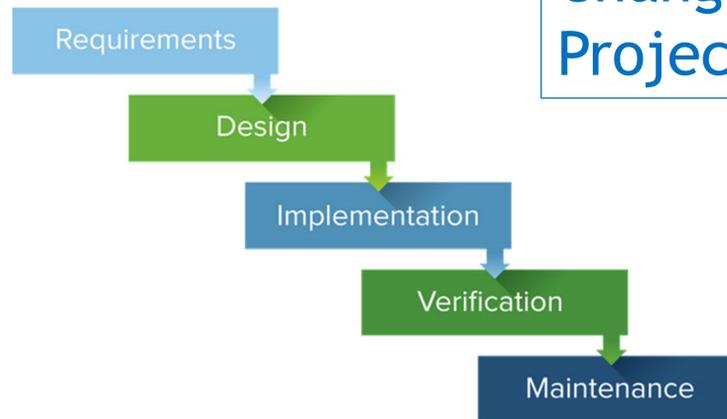
Change Management & Project Management?

Agile



- Continuous cycles
- Small, high-functioning, collaborative teams
- Multiple methodologies
- Flexible/continuous evolution
- Customer involvement

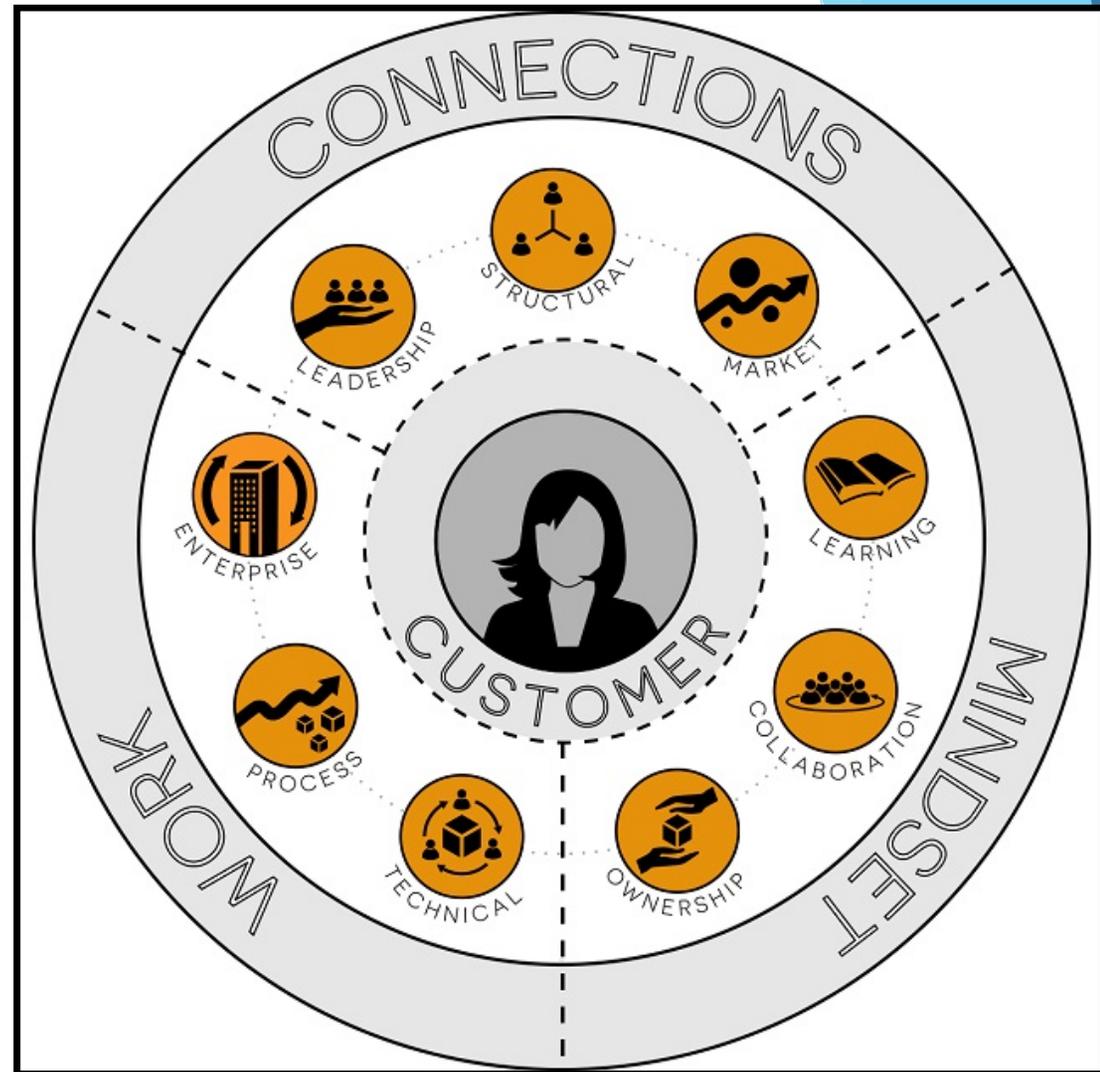
Waterfall



- Sequential/linear stages
- Upfront planning and in-depth documentation
- Contract negotiation
- Best for simple, unchanging projects
- Close project manager involvement

Change Management & Project Management?

BUSINESS AGILITY



Lunch

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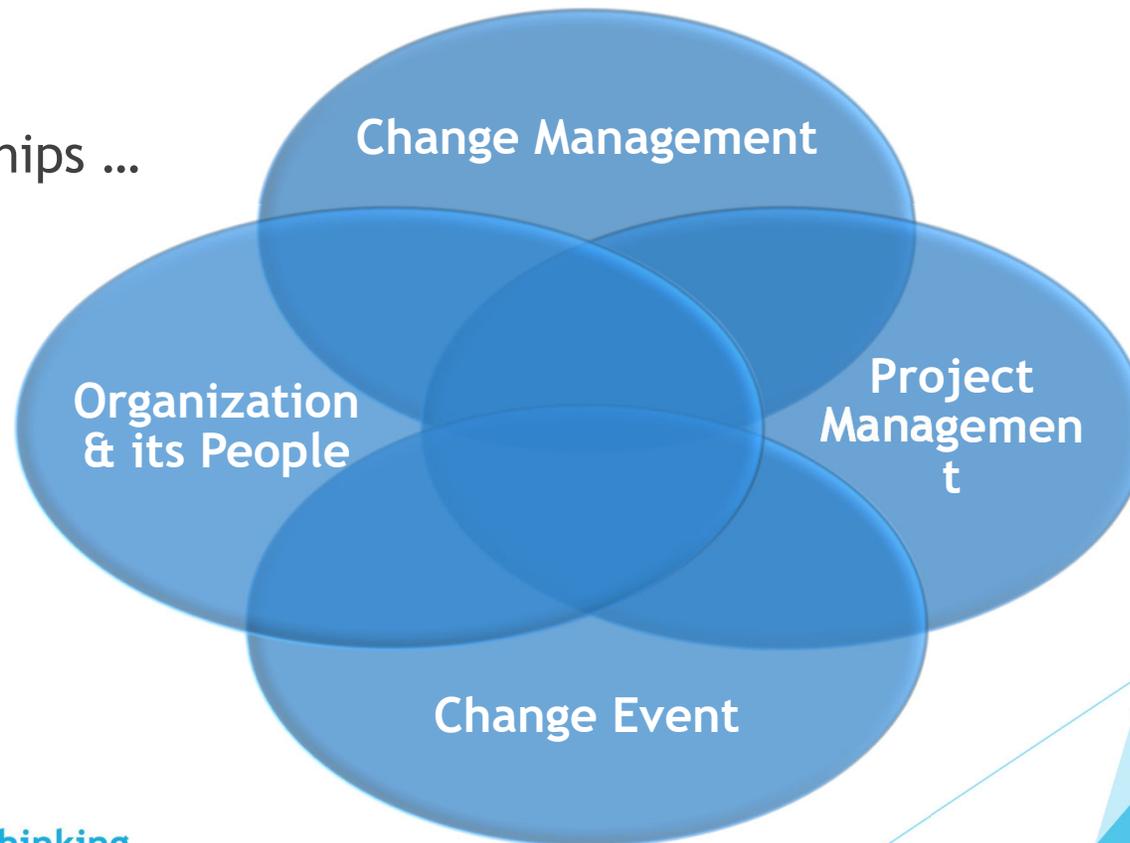
Understanding Stakeholders

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Understanding Stakeholders

- ▶ The relationships ...



Understanding Stakeholders

- ▶ Stakeholders are:

“those affected by the change and those with the ability to influence the outcome” ACMP Standard for Change Management ®



Understanding Stakeholders

- ▶ Stakeholder Analysis:
 - ▶ *External & Internal*
 - ▶ *Positive & Negative proponents*
 - ▶ *What you need from them*
 - ▶ *What they need from you*
 - ▶ *What does success look like for you and them*

How is Change Managed

Start to Complete your Canvas for Change

1. You will each identify a relevant change to explore further the rest of today.
2. Name the change and what type of change is and then complete a **simple** stakeholder analysis:
 - ▶ *External & Internal*
 - ▶ *Positive & Negative proponents*
 - ▶ *What you need from them*
 - ▶ *What they need from you*
 - ▶ *What does success look like for you and for them*

Leading Change

Section 3

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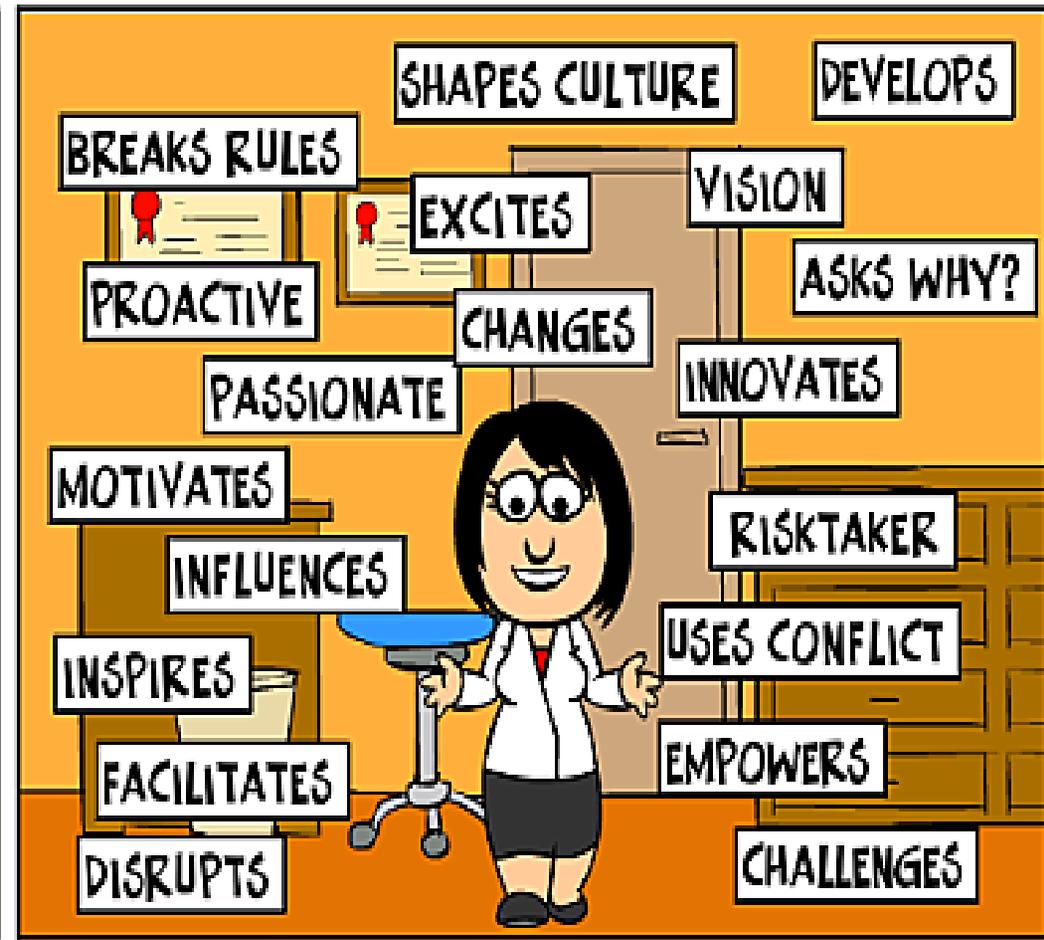
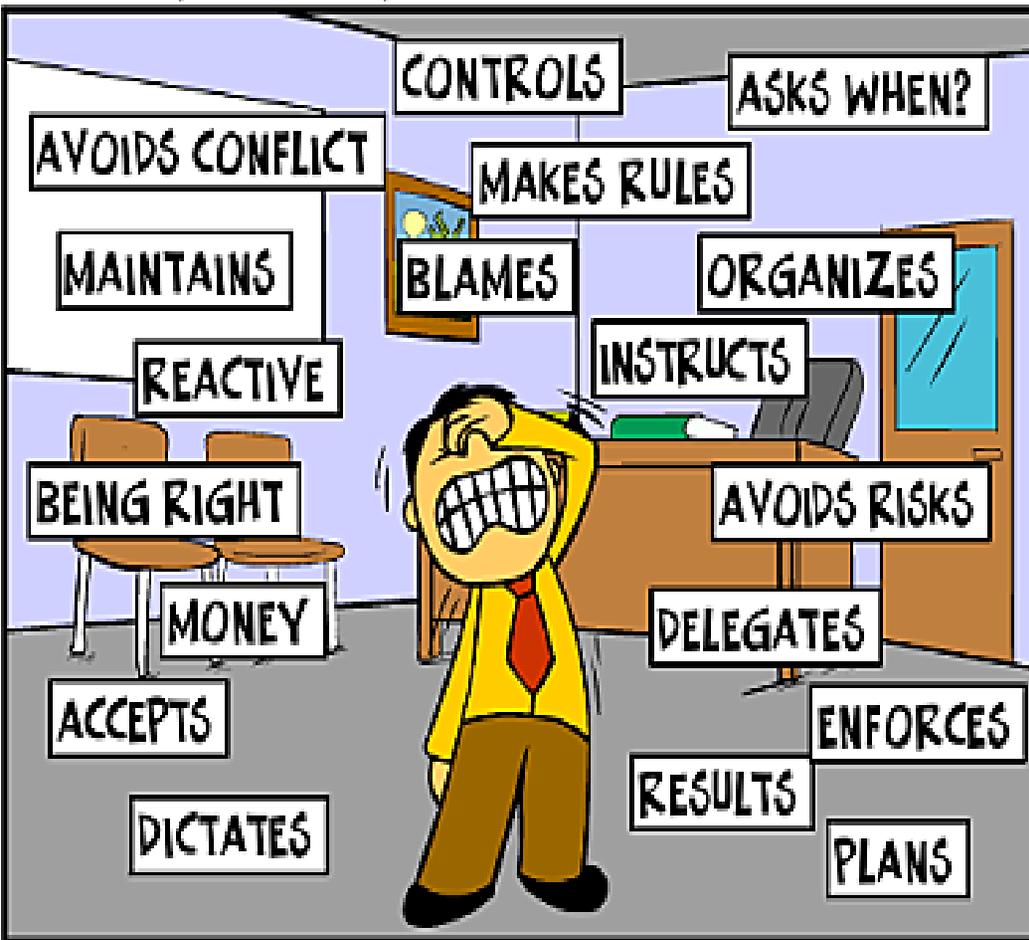
Being A Leader of Change

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MANAGER VS LEADER - BY WHATEDSAID

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Being A Leader of Change



What does it mean to be a leader?

What does it mean to be a good or great leader?

Think of a person and their qualities as a leader that you admire.

Build a Lego® creation that reflects this leader's role and style?

Being A Leader of Change



Think of the change you focused on earlier. Who is the leader of this change and what is their leadership style?

Modify your Lego® creation to reflect this leader's role and style?

What did you change? Why?

Being A Leader of Change

Consider your role managing & leading change.

Modify your Lego® creation to reflect this role you will play.

What did you change? Why?



Being A Leader of Change

- ▶ What do we mean by **Change Leadership**?

Change leadership ... concerns the driving forces, visions and processes that fuel large-scale transformation - John Kotter, 2011

Being A Leader of Change

- ▶ Discussion:
- ▶ When you hear the words “Change Agent” what do you think?
- ▶ What is a Change Agent to you?
- ▶ Are you a Change Agent?

Being A Leader of Change

- ▶ Oxford English Dictionary: AGENT
- ▶ A person who or thing which acts upon someone or something; one who or that which exerts power; the doer of an action. Sometimes contrasted with the patient (instrument, etc.) undergoing the action. Cf. actor n. 3a.
- ▶ A person or thing that operates in a particular direction, or produces a specified effect; the cause of some process or change. Freq. with *for*, *in*, *of*.
- ▶ The doer of an action, typically expressed as the subject of an active verb or in a *by*-phrase with a passive verb.
- ▶ A person who acts as a substitute for another; one who undertakes negotiations or transactions on behalf of a superior, employer, or principal; a deputy, steward, representative; (in early use) an ambassador, emissary. Also *fig*. Now chiefly in legal contexts.

Being A Leader of Change

Are Leaders of Change also Change Agents?

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Being a Leader of Change

Change Agents may be ...

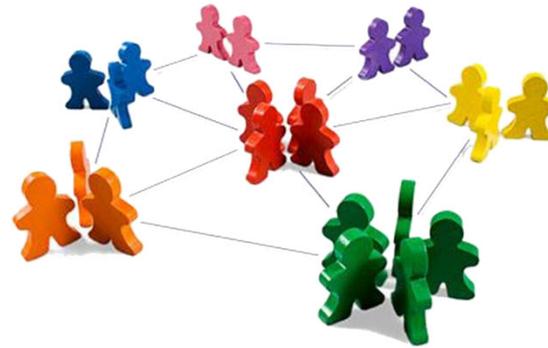


Being A Leader of Change

The role of the Change Agent Network ...



Being A Change Agent



Qualities that make a Successful Change Agent Network:

1. The role isn't permanent;
2. Leadership support;
3. Delegated responsibility is given;
4. Autonomy outside the hierarchy;
5. Opportunities to connect and share knowledge.
6. Include people with presence, respect and competence across the organization

Being A Leader of Change

Agents demonstrate influence and leadership without authority - how is that possible?

Does that make Change Agents Change Leaders?

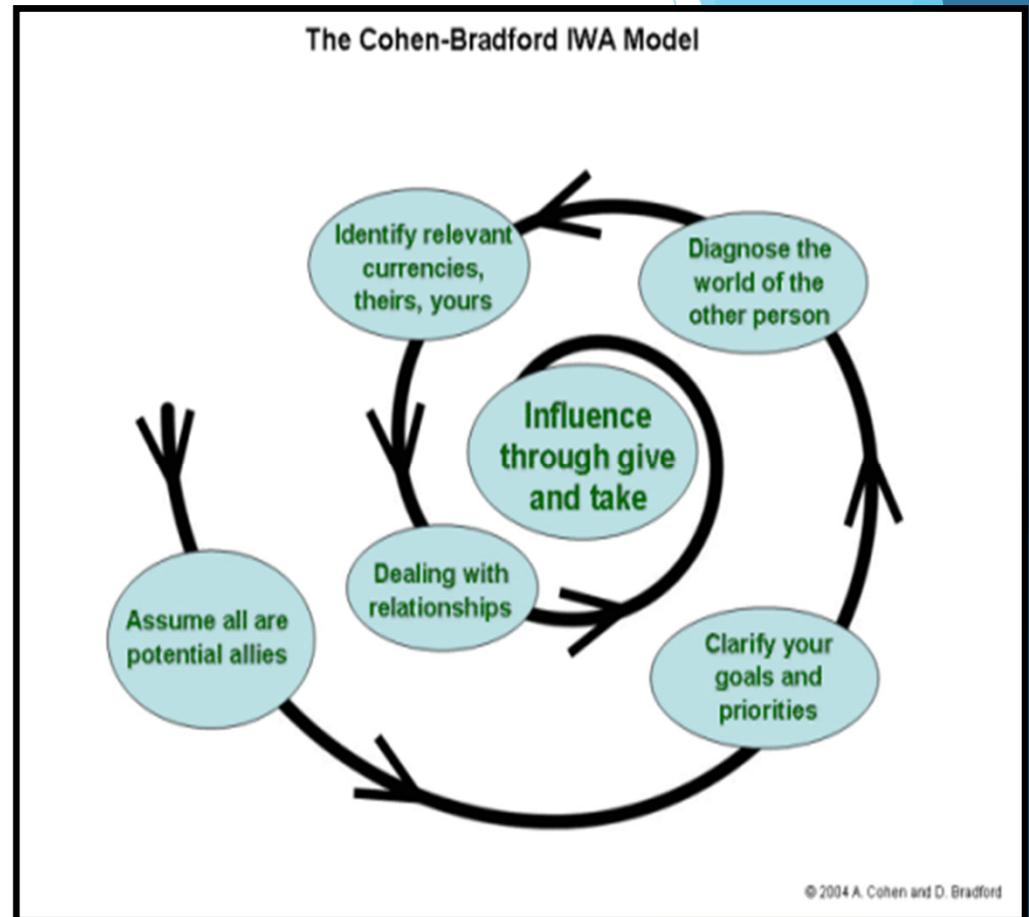
YES

Being A Change Agent

Influence Without Authority

Successful Change Agents have to influence without authority - IWA (Allan Cohen & David Bradford)

1. Don't write anyone off
2. What do you need from the other person?
3. What are their measures, goals, responsibilities, culture?
4. What really matters ... Inspiration, Task, Position, Relationship, Personal. [why might they resist]
5. How high is mutual trust? Does it need building?
6. Exchange - give what they want to take what you need



Break

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What is your Change Leadership Role going to be?

Exercise: Return to your Canvas for Change.

Now you need to create your Change Leadership Profile by answering the following questions:

- ▶ What are you expected to do by your organization?
- ▶ What do you expect to be doing?
- ▶ What are you able to do?
- ▶ What do you need to be doing?
- ▶ Where are the gaps?
- ▶ How will you make this happen?

What is your Change Leadership Role?

What are you expected to do by your organization?

Describe typical changes, projects, including who is effected, what is happening and how it is likely to happen.

What do you expect to be doing?

When these changes involve you, what will you be expected to do? What will you be providing, to who, when and where? How many times will this occur? How frequently? What will success look like?

What are you able to do?

Do you have the tools you need? Resources available to you? What is missing, incomplete or required to be provided? Who can you discuss this with? Who are your support networks?

What do you need to be doing?

What activity needs to take place? Do you have to deliver something? Do you have to move someone? What is your point B? What is the pathway you need to take to get to point B?

Where are the gaps?

Look at what needs to happen, look at what you can do - are there any additional needs. Are you reliant on others? Are there technology dependencies? Are there decisions needed before you have the ability to move forward?

How will you make this happen?

What activities will you take on? What will you ask others to do?

Change Alignment

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Why do we have change?

- ▶ Projects
- ▶ Processes
- ▶ People



Why do we have change?

▶ The Case for Change:

Current State + Business Case = Future State

Current State + Change = Benefits

If the Business Case is the Case for Change, then the Future State is the one with benefits added.

What is the driver for change?

- ▶ Vision
- ▶ Mission
- ▶ Strategic Goals, Objectives and Deliverables

The Organizational Strategy

What is your driver for change?

- ▶ Review your Canvas for Change - is your change aligned with strategy?

What is your Change Role going to be?

Who is your team? Who is changing?

Are you a Change Leader, Manager or Agent?

What is your expectation to needs relationship?

What is expected of me by:

- My followers?
- My staff?
- My stakeholders?

What do I need to deliver to:

- My followers?
- My staff?
- My stakeholders?

How to prepare your organization for change events

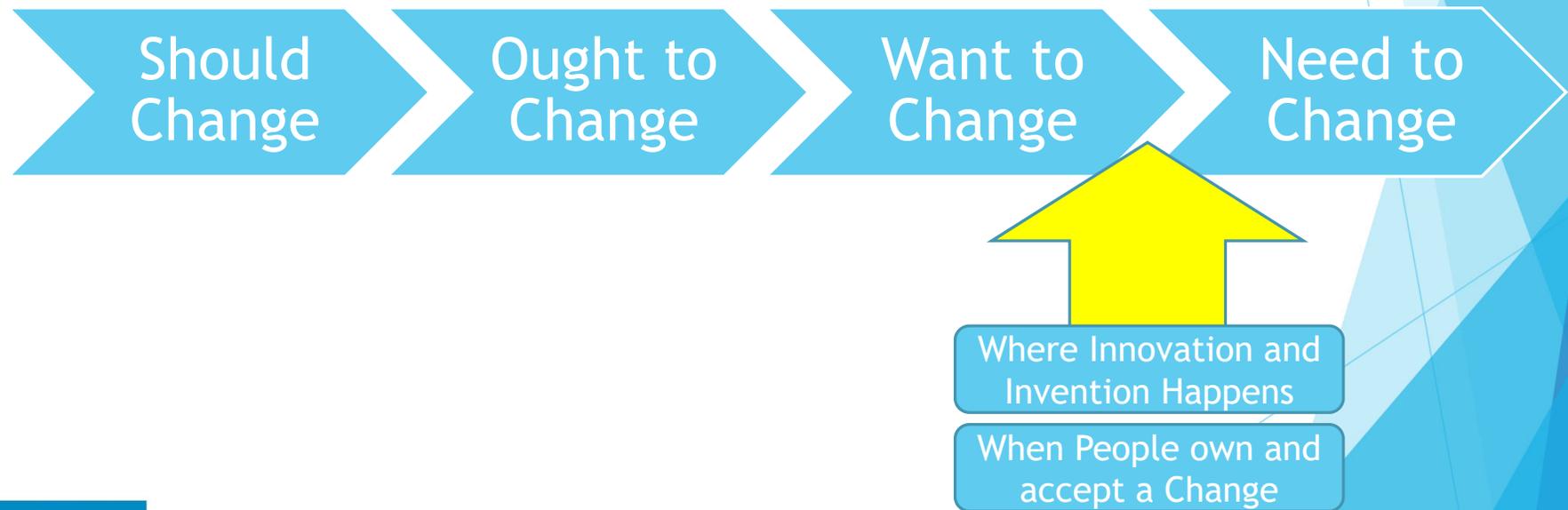
Taking ownership of your Change Leadership

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Innovation and Change

Necessity is the mother of invention...



The Role of Innovation

Managing Innovation = Managing Change

New Ideas = Change

Leaders of Innovation = Leaders of Change

Final Exercise

- ▶ Return to your Canvas for Change and consider these areas. How will they be addressed for your change?
- ▶ What needs to happen to make your organization change ready?

INNOVATION

NEED FOR CHANGE

CHANGE LEADERSHIP

INCREASED RESILIENCE

SUCCESSFUL
COMMUNICATIONS

CHANGE AGENT
NETWORKS

Final Exercise

How will I increase resilience?

Describe how you will add capability, acceptance and defuse resistance in your role.

How will I define the need for change?

What is the purpose of the change? How does it align with the Organizational Strategy? Define why this needs to happen

How do I make my communications successful?

How will I style my content? How will I tailor the content to those closest to the change? Describe in simple LCD words what the change means.

How do I demonstrate change leadership?

How do I drive forward the vision for transformation? How do I meet the expectations of my followers, staff and stakeholders?

How do I demonstrate innovation?

Describe future state desired. Challenge the current. Propose alternative ideas, methods and approaches. Consider how to try it and see.

How do I support change agent networks?

Define your network of change agents - who, where and what do they do? How do they connect, what is the commonality and who are their stakeholders?

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