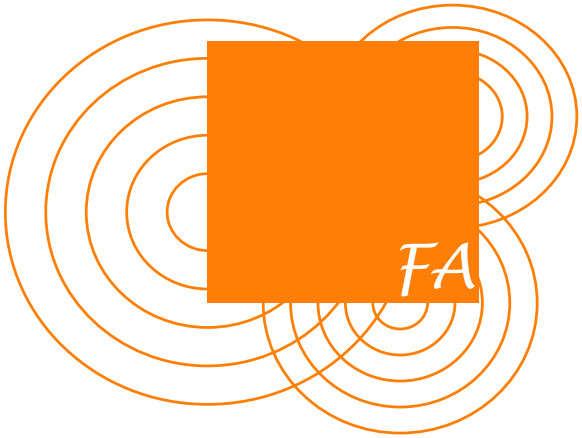


Change Management

Change and How to Deal With It

Pustakawan Indonesia

18 November 2009

Agenda

08:30 – 09:00	**Introduction & course overview**
09:00 – 09:15	**What is change**
09:15 – 09:30	**The change cycle**
09:30 – 09:45	**The human reaction to change**
09:45 – 10:00	**The pace of change**
10:00 – 10:30	**Break**
10:30 – 10:45	**ADKAR – personal change management**
10:45 – 11:00	**Reasons for resistance**
11:00 – 11:15	**Strategies for dealing with resistance**
11:15 – 11:30	**Wrap up**

Session 1: Course Overview

- Describe ways of reacting to change, but that we must start from where we are.
- See change not as something to be feared and resisted but as an essential element of the world to be accepted.
- Understand that adapting to change is not technical but attitudinal. Change is not an intellectual issue but one that strikes at who you are.
- Recognize that before we can embrace the way things will be, we must go through a process of grieving, and of letting go of the way things used to be.
- See change as an opportunity for self-motivation/innovation.
- Identify strategies for helping change be accepted and implemented in the workplace.

Session 2: What is change

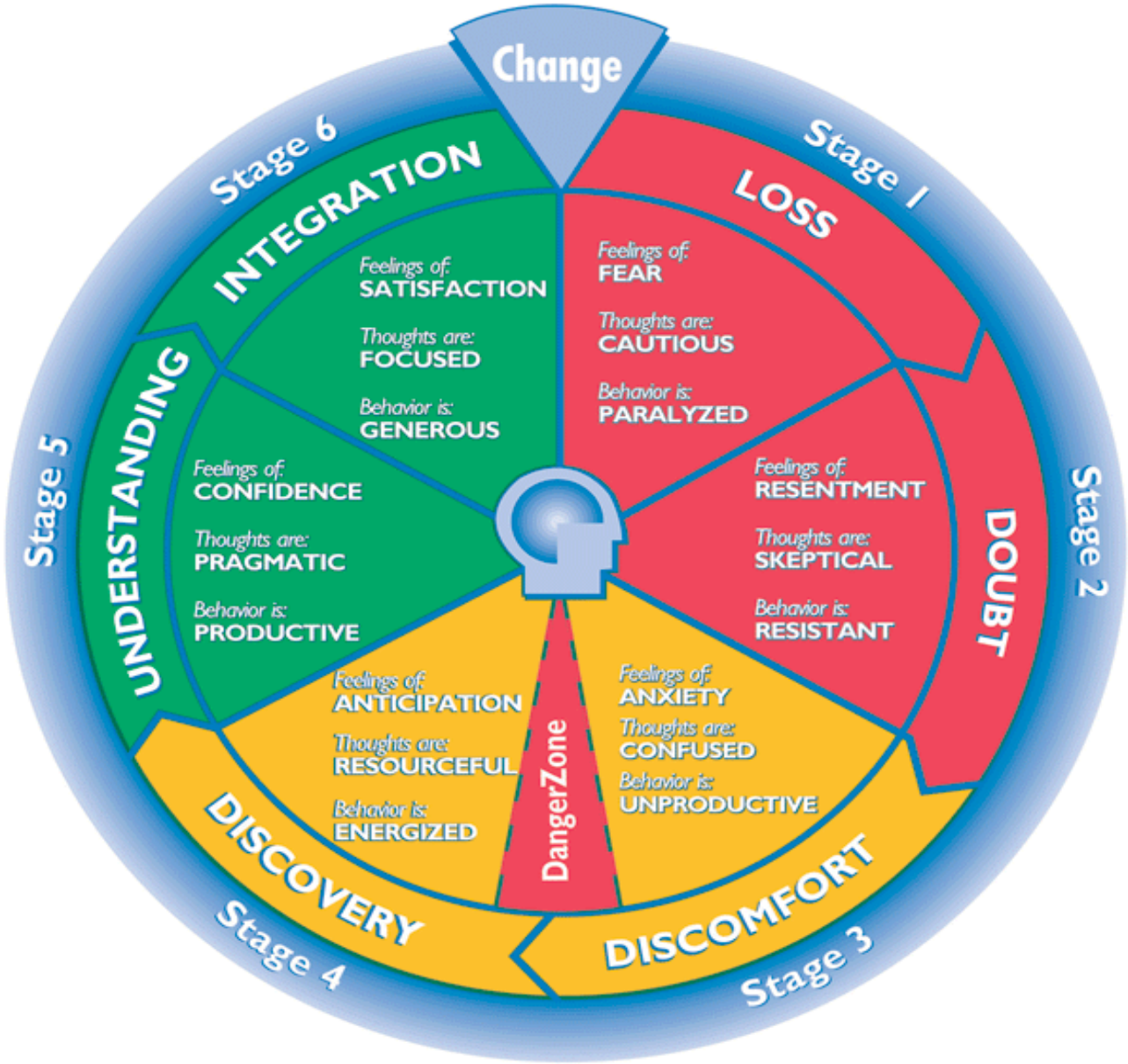
- Change affects everyone differently; there is no “normal.”
- Change is an essential element of the world and it must be accepted.
- Adapting to change is about our attitude.
- We must grieve for what we are letting go of.
- Change is an opportunity for self-motivation and innovation.
- We can identify strategies for accepting and implementing our changes.

Session 3: The change cycle

- Think of a change you have experienced.
- Did you feel threatened at the time?
- Did it open up new insights, opportunities, possibilities?
- What did you do that helped you accept the change and move on? What things did other people do that helped?
- Do you remember feeling confused or angry?
- Did you have moments of anticipation and energy?
- Do you have some success stories to share?
- What did you do/what might have you done to have helped yourself through each stage?
- What are some things friends and colleagues did, or you would like them to have done, to help you?

The Change Cycle™

The Change Cycle™ SERIES



Session 4: Human reaction to change

1. Disbelief and denial

- Initially the change is met with disbelief and **denial**. "It won't happen to me." "No, they won't close the plant - they'll find a way through the problems, they always have." "If I just keep my head down, it's be business as usual soon."

2. Anger and blame

- Next, it is common to see **anger** and blame. In workplace change at this time some employees will actively resist the changes saying things like: "Why should I change? Is this how they treat us after we've worked our butts off?"
- What is more risky is withdrawal and lack of concentration. In this high risk period, watch out for an increase in accidents, drop off in quality, absenteeism, corruption or fraud.

3. Reluctant Acceptance

- As people work through their anger, they move to the third stage where they reluctantly begin to accept the changes and start to **explore** their role in it. You'll hear things like: "There's just too much to do now - how am I going to get it all done?" "OK let's try it but who's doing what now?" " I'll never learn this new system - I need training."

4. The final stage

- When employees **commit** to the change, they start focussing on the future instead of dwelling on the past. They have a clear sense of their roles and where they are going.

Session 5: The pace of change

There are many types of people, and they all react differently to change:

- Innovators
- Early Adopters
- Early Majority
- Late Majority
- Late Adopters
- Diehards

Session 6: ADKAR - personal change management

- **A**wareness of the need to change
- **D**esire to change
- **K**nowledge of how to change
- **A**bility to implement change
- **R**einforce to sustain change

ADKAR Enablers

Awareness of the need for change	•Management communication •Customer input	•Marketplace changes •Ready access to information
Desire to participate and support change	•Fear of job loss •Discontent with current state •Imminent negative consequences •Enhanced job security •Affiliation and sense of belonging	•Career advancement •Acquisition of power or position •Incentive or compensation •Trust and respect for leadership •Hope in future state
Knowledge on how to change	•Training and education •Information access	•Examples and role model
Ability to implement required skills and behaviors	•Practice applying new skills or using new processes and tools •coaching	•Mentoring •Removal from barriers
Reinforcement to sustain the change	•Incentives and rewards •Compensation changes	•Celebrations •Personal recognition

Session 7: Reasons for resistance

1. Perception that current change efforts are presented and/or handled poorly

- Timing conflicts with other initiatives and/or priorities
- Change is imposed “from above”
- Little or no communication about the need for change and the benefits
- Little or no opportunity for input
- No clear goals or process for implementing the change
- Questions and concerns about the change are ignored
- Lack of consistent leadership and/or accountability in implementing the change Inadequate systems or organizational support that will enable people to implement the change successfully

Session 7: Reasons for resistance

2. **Perceptions about past experiences with change efforts**
   - Change efforts were handled poorly
   - Change efforts did not lead to the desired outcome
   - Change efforts were handled poorly
   - Change efforts did not lead to the desired outcome
   - Change resulted in a negative outcome for individuals and/or the organization
   - Change efforts left people feeling it did more damage than good

Session 7: Reasons for resistance

3. Stage in life cycle
   - Value stability vs thrive on challenge that comes with change
4. Personality/Temperament
   - Internal characteristics that make it easier or more difficult for individuals to handle change
5. Brain science
   - Learning/doing creates neuropathways (brain connections)
   - Neuropathways strengthened by repetition
6. Fear of:
   - ..
   - ..

Session 8: Strategies for dealing with positive resistance

Put yourself in the shoes of the person who is reacting to change efforts with Positive Resistance:

1. **What does the Positive Resistor *really fear?***
   - Ineffective, unproductive change process (waste of time)
   - Poor communication
   - Exclusive or top-down decision-making
   - Change leaders will be blind to the potential pitfalls of change
   - Loss of quality of relationships (process/ product valued over people)
2. **Strategies for responding:**
   - Articulate your approach to the change efforts
   - Communicate clearly and consistently throughout the change process
   - Provide opportunities for input and/or shared decision-making ("People like their own ideas best")
   - Acknowledge and address the potential pitfalls of change
   - Demonstrate that you genuinely value people and the work relationships
   - Ask open-ended questions to draw out the true source of resistance ("What specifically won't work?" "What part do you think will be most difficult?")

Session 8: Strategies for dealing with passive resistance

Put yourself in the shoes of the person who is reacting to change efforts with Passive Resistance.

1. **What does the Passive Resistor *really fear?***
   - Being blamed if something goes wrong Being shut out by peers who are openly resistant to the change
   - Being forced to leave his/her comfort zone Being targeted or reprimanded for asking questions or raising concerns (challenging authority)
2. **Strategies for responding:**
   - Use the same strategies for responding to the Positive Resistor and Provide safe, structured opportunities for people to ask questions, raise concerns and provide input (may need to be anonymous or confidential)
   - Respond to questions and concerns in a neutral/objective manner
   - Break the change process down into stages or steps and ask “What assurances would you need in order to go through this first step? (Obtain commitment to begin the change process.)

Session 8: Strategies for dealing with negative resistance

1. What does the Negative Resistor really fear?
   - Loss of Control
   - Defined role in the organization
   - Power (formal and informal)
   - Ability to determine his/her own rate of productivity
   - Ability to set his/her own "rules"
   - Freedom (loose standards for accountability)
   - Predictability
   - Employment
   - "Ease" of doing his/her job
2. Strategies for responding:
   - Use the same strategies for responding to the Positive and Passive Resistors and
   - Agree with and validate the Negative Resistor's concerns (acknowledge challenges upfront)
   - Maintain focus on the real issue of how to implement the change vs debating whether to implement the change Ask open-ended questions to distinguish between Positive Resistance and Negative Resistance
   - Formal discipline may be necessary if Negative Resistance is a pattern and the person is not responsive to your efforts to work through the resistance

Session 8: Proactively addressing resistance for change

1. **Communicate**
   - Develop a common understanding of the vision, goals and strategies of the organization
   - Explain the reasons for change and the approach to the change efforts
   - Describe other options that were or are being considered
   - Share appropriate information as soon as possible (can be done in stages).
   - Delaying the sharing of information might be done out of a desire to protect people, but it often makes the situation worse because people can make assumptions, spread rumors and build a movement against the change.
   - Use multiple methods or channels to establish continuous, 2-way communication about the change efforts (e-mail, meetings, on-line surveys, etc.)

Session 8: Proactively addressing resistance for change

2. Create a sense of urgency
   - The costs and risks of not changing need to be *greater than the perceived risk of changing*
3. Balance "inoculation" with "benefits"
   - Identify or acknowledge some of the challenges that will be encountered during the change efforts to show that you are not ignoring potential problems or pitfalls.
   - Explain the benefits of the change efforts using language that corresponds with people's types of resistance, learning preferences and communication styles.
4. Build trust all along the way
   - Request input early on and allow as much input as possible (or reasonable)
   - Seek out people who are receptive to change and get them excited with you so they can help create a ripple effect Involve key/strategic partners (may include Negative Resistors who can influence others)

Session 8: Proactively addressing resistance for change

5. Set people up for success
   - Establish systems, procedures and tools to support people's efforts to implement the changes (training, peer support, coaching, newsletters, etc.)
6. Manage the change efforts
   - Develop and implement a plan for change Collect, analyze and act on feedback
7. Reinforce the change efforts
   - Build opportunities for celebrating accomplishments and milestones into the action plan
   - Reward the "early adopters"

Session 9: Wrap up

- What changes you will face/do?
- What strategy is the strategy?