Change Management

Participant Workbook

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Change Management: objectives

- Membahas reaksi manusia terhadap perubahan
- Melihat bahwa perubahan bukan sebagai sesuatu yang harus ditakuti dan dihindari namun sebagai bagian penting dari kehidupan yang harus diterima
- Memahami bahwa menerima perubahan bukan mengenai kemampuan (skills) namun kemauan (attitude)
- Menyadari bahwa sebelum bisa menerima perubahan, manusia harus melalui tahapan "kehilangan" - meninggalkan yang lama untuk meraih yang baru
- Melihat perubahan sebagai suatu kesempatan untuk pengembangan diri
- Mengidentifikasi strategi agar perubahan dapat diterima dan diterapkan di lingkungan kerja

- Do - reflect - connect - apply
- perubahan tak bisa ditolak, mengikuti perubahan tetap pada koridor yang baik
- Menyikapi perubahan agar tetap relevan, berguna
- attitude behavior
- perubahan krn : teknologi, globalisasi, kompetisi
- Terror zone - comfort zone → learning zone

Learning log

Lesson 1: Welcome and Introductions

My objectives for attending this workshop are:

Lesson 2: What is change

Lesson 3: The human reaction to change

- Berbeda pandangan
- Pasar penilaian
- Berani melepas yg lama
- Menerima perubahan
- Menyikapi rasa takut

Lesson 4: The pace of change

Lesson 5: ADKAR – personal change management

Learning log

Lesson 6: Reasons for resistance

Lesson 7: Strategies for dealing with resistance

Lesson 8: Effective questioning

Lesson 9: Emphatic listening

Lesson 10: Checking your assumptions

Learning log

Lesson 11: Delivering tough messages

Lesson 12: Coaching for enhance performance

Lesson 13: Personal development planning

What is change

Pikirkan perubahan yang pernah anda alami. Uraikan apa yang terjadi.

- Memilih menjadi seorang librarian. Terbelk percayaan orang lain terhadap pilihan saya dengan rentang waktu mereka mempercayai pilihan ini dan mengakui profesi saya

Apakah anda merasa terancam pada saat itu?

Ya

Apakah perubahan tersebut menciptakan kesempatan, kemungkinan, atau pencerahan?

Ya sangat memiliki peluang

Apa yang anda lakukan yang membuat anda mampu menerima perubahan tersebut? Apakah anda mendapatkan bantuan dari orang lain untuk dapat menerima perubahan tersebut?

Berusaha mencari peluang yang relevan.

Apakah anda merasa bingung atau marah karena perubahan tersebut?

Ya, sesaat

What is change

Apakah anda sudah mengantisipasi perubahan tersebut?

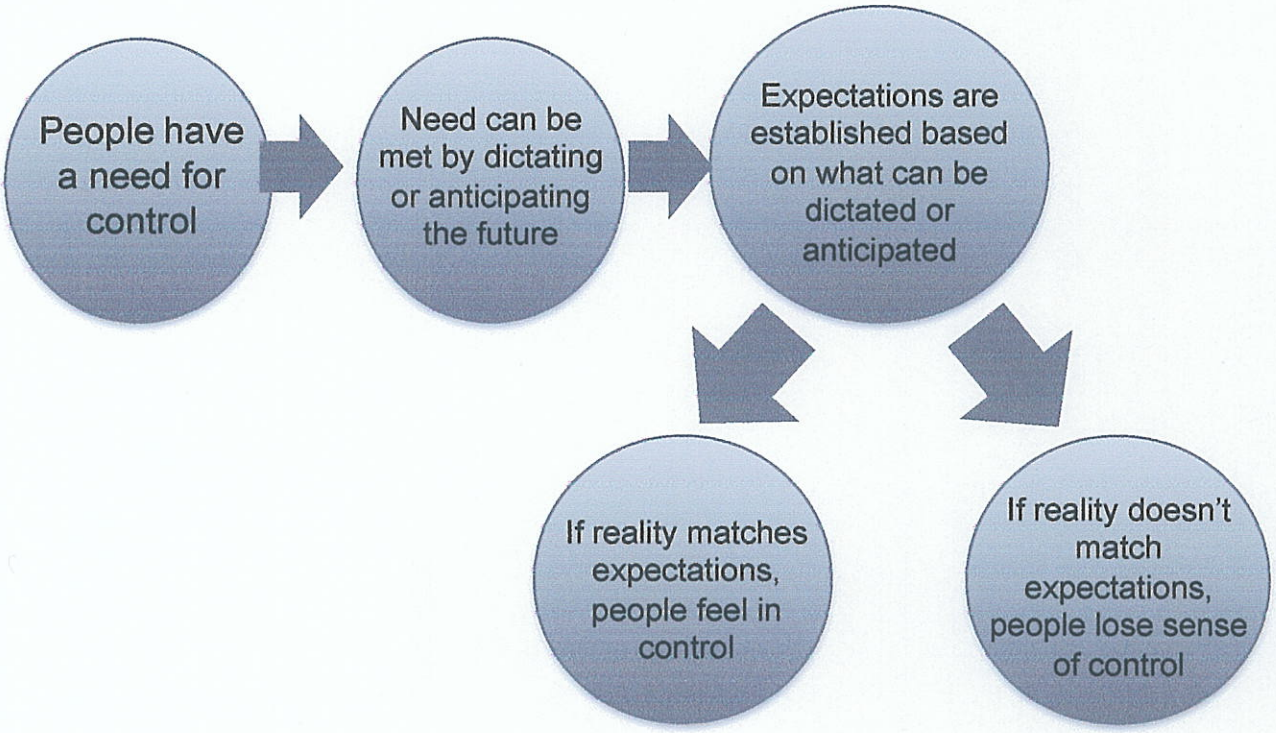
pada awal waktu tidak

Apakah anda memiliki kisah sukses dalam beradaptasi dengan perubahan tersebut?

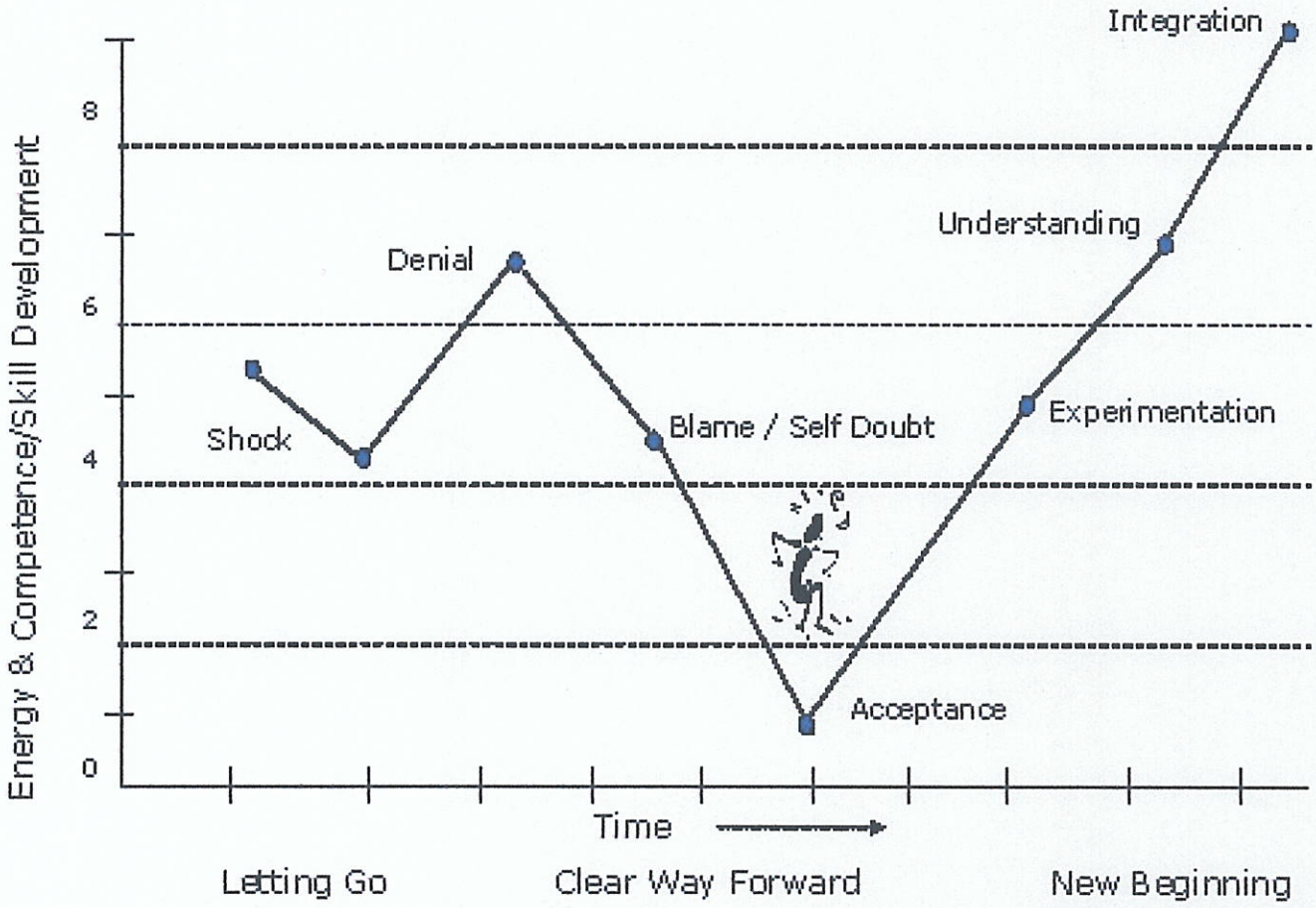
Apakah ada hal yang anda tidak lakukan pada saat itu, yang jika saja anda lakukan akan membuat anda bisa menerima perubahan tersebut dengan lebih baik lagi?

Apa yang anda harapkan dilakukan oleh teman anda untuk membantu anda menghadapi perubahan tersebut?

Human reaction to change



Human reaction to change



According to Elisabeth Kubler Ross

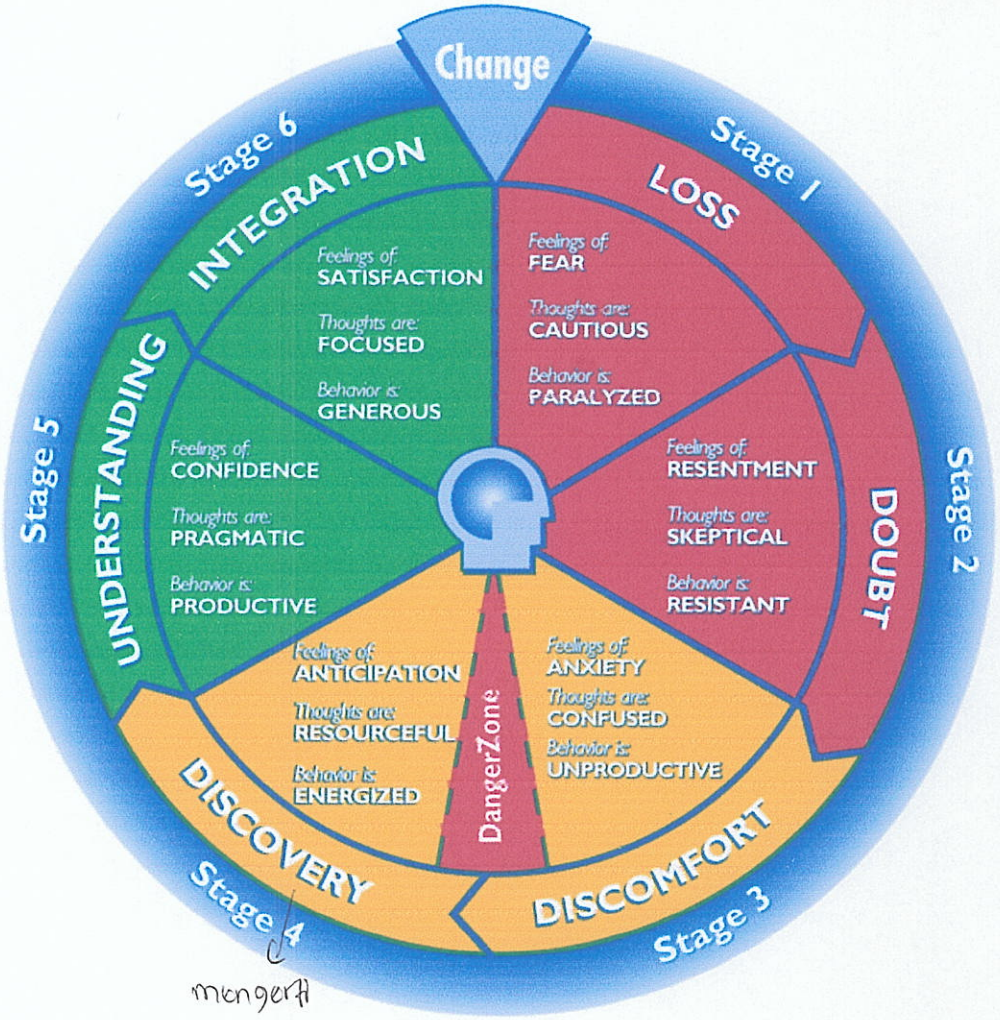
Human reaction to change

- Shock: The first reaction is usually shock, and it can immobilise us and stop us from responding to changes. This is a natural reaction for many people and usually is a result of poor information and leadership creating fear; can I cope, will I look stupid or do something wrong; "How dare they do this", "I can't believe it"
- Denial: Here we may distance ourselves from events and continue to behave as before. It's very easy to get stuck here when we are very comfortable with the way things are, feel threatened and have little experience of change.
- Blame / Self Doubt: We often respond to change by finding someone to blame and focussing our emotions on a particular person, or organisation. This allows us to avoid facing up to the change, together with our own fears and anxieties about it.
- Acceptance: This is the realisation that by doing something different is for the best and that I (we) can not continue like this anymore. It's a case of putting things into perspective. Finally letting go and having a clear passage to the future can be quite inspiring.
- Experimentation: Testing new behaviours and approaches and stepping outside comfort zones is important as well as being receptive to new ideas and beginning to deal with the new reality: "Perhaps I'll try it".
- Understanding: Here we are searching for meaning now that we are experiencing these new ways of working; "Is it right for me".
- Integration: During the stages of problem-solving and integration the focus is firmly on the future and real progress can begin to happen. Here, our changed situation has replaced the past and become our new world; "Now I can see the way ahead; "It wasn't so bad".

The change cycle

The Change Cycle™

The Change Cycle™ SERIES



mengerti

Penerimaan perubahan tergantung pilihan sendiri

FA

Four room apartment

I feel: •Confident, calm, relaxed •Good about myself •Willing to compromise •Capable, composed, collected •Useful, industrious •Sense of belonging •Comfortable, optimistic **CONTENTMENT**	I feel: •Eager, strong, alive, open •Able to do what I want •Intelligent, independent •Growing, warm, vibrant •Insightful, groovy, courageous •Non-conforming, radical •Creative, rich, inspired **RENEWAL**
I feel: •Irritated, tense, bored •Calculating, withdrawn, mean •Like an impostor •Frozen, hesitant, entangled •Oppressed, fettered •A prisoner of necessity •Indifferent, nagging, cynical •Uninformed, hostile **DENIAL**	I feel: •Troubled, alone, frustated •Scattered, anxious, restless •Inferior, a failure •Confused, worthless, helpless •Ambivalent, rootless, uncertain •Afraid, sad, left out •No one understands me •Paralyzed, fragmented, in chaos **CONFUSION**

People react differently to change

The Innovators - will be those who want to try new ways of doing things or who have responsibility for continuous improvement. They will be pushing for change.

The Early Adopters - on the team will be the first to embrace the changes. They may even rush in before they fully understand the change and why it is necessary. They welcome change either because they immediately see the benefits or perhaps because they prefer variety to routine.

The Early Majority - are those who are influenced by initiators and early adopters and who prefer to be ahead of the wave rather than swamped by it.

The Late Majority - are more cautious. They hold back until they are sure they know what they are doing and until they believe the change has a fair chance of working. Only then do they come on board.

The Late Adopters - are the last to come on board and they may not come willingly. They are not easily convinced of the value of change, but they can be moved to accept the change.

The Diehards - resist the change. They do not come on board. They may be terminated, or they may be moved to a backwater position in the organization, where their resistance interferes with operations less. They can become angry and bitter about the way things are going.

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

Bagaimana membuat orang lain berubah ?
- Cek pemahaman kita

Five keys to resiliency

- **Positive.** A positive attitude is crucial when dealing with change. Let's say that your job assignment has changed. Rather than think, "This change means I have to do this activity more," for example, think about the things that you will get to do more, or new opportunities that will arise.
- **Focused.** Stay focused on the change itself and what you can do to manage it. Try not to worry about things that are out of your control.
- **Flexible.** Change will be much easier if you try to embrace it. Think of ways that you can adapt or things that you can do to make the change easier. Continuing with the job assignment example, you could identify training that you will need or questions that you have.
- **Organized.** So far today we have looked at a number of change processes. If you try to look at change in one of these logical fashions, it may become less personal and easier to handle.
- **Proactive.** If you anticipate change in the early stages and modify your expectations accordingly, it will be much easier to deal with the change than it is the later stages, when you already feel a loss of control.