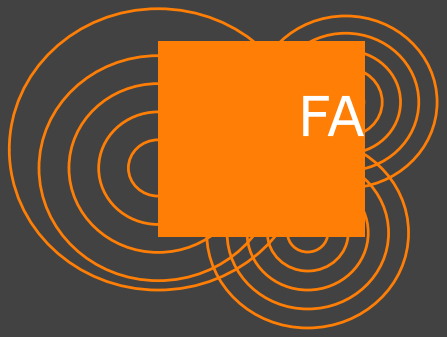
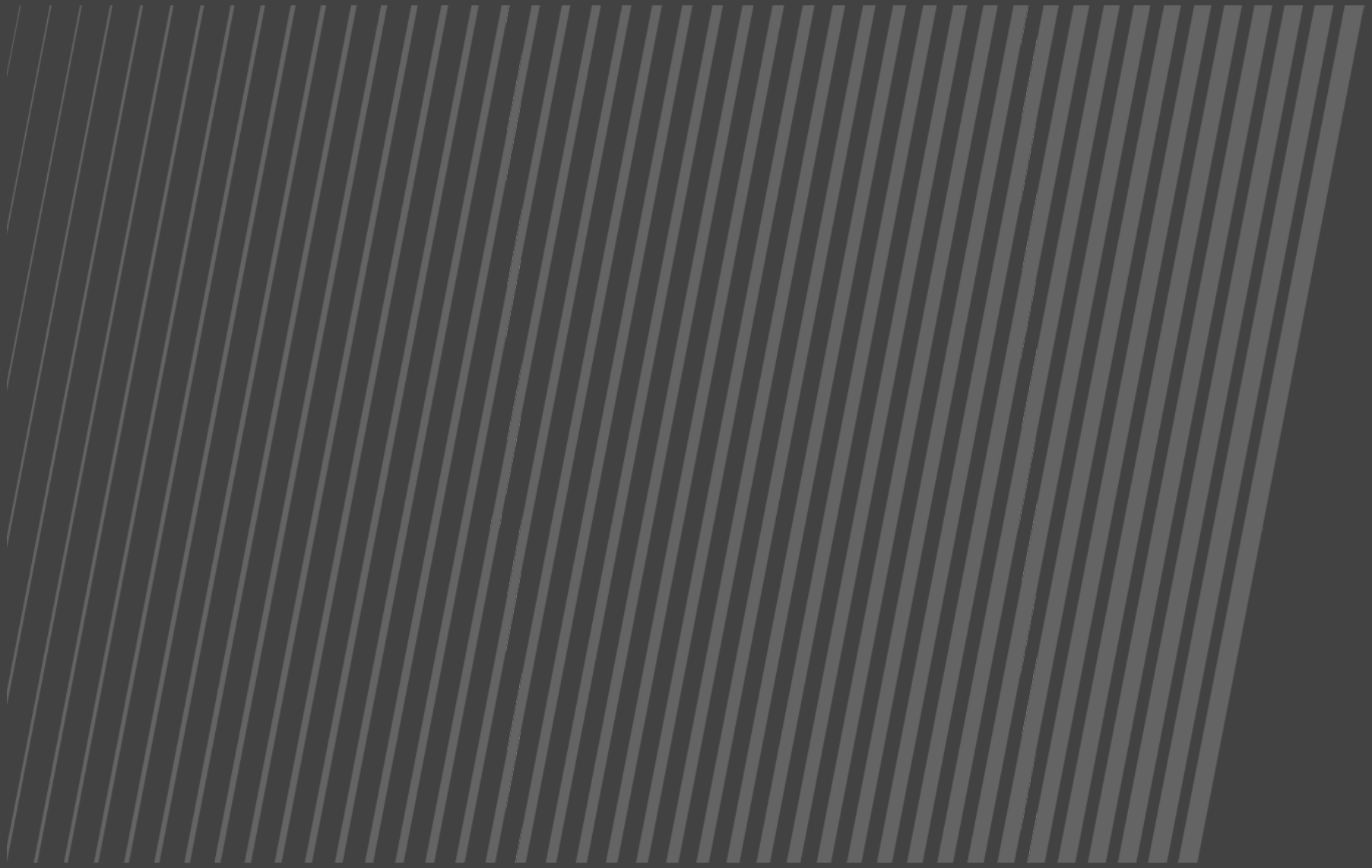


Change Management
Change and How to Deal With It

FPPTI

5 October 2010

Lesson 1: Welcome & Introduction



Introduction

- Facilitator
- Participants

Group activity

- Create your flip chart by expressing the most important aspect of CHANGE
  - Use color
  - Use illustrations, symbols, mappings, etc.
  - Be creative
  - This is not an art competition!
- Be prepared to explain why
- Prepare answers for the following:
  - How do you cope with change?

  - Introduce your team member: name, institution, role

Workshop learning 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

Agenda

08:00 – 09:00	Introduction & course overview
09:00 – 10:00	What is change
10:00 – 10:15	Break
10:15 – 11:15	The human reaction to change
11:15 – 12:00	The pace of change
12:00 – 13:00	Lunch break
13:00 – 14:00	ADKAR – personal change management
14:00 – 15:00	Reasons for resistance
15:00 – 15:15	Break
15:15 – 16:15	Strategies for dealing with resistance
16:15 – 17:00	Wrap up & program closing

Ground Rules

- ✓ Actively participate, share knowledge and experiences
- ✓ Return from breaks and exercises on time
- ✓ Respect confidentiality
- ✓ Ask questions
- ✓ HP/BB on silent mode
- ✓ Open minded
- ✓ Use the parking lot - Any discussion items that cannot be answered during the course of this workshop will be placed in a “parking lot” and addressed later

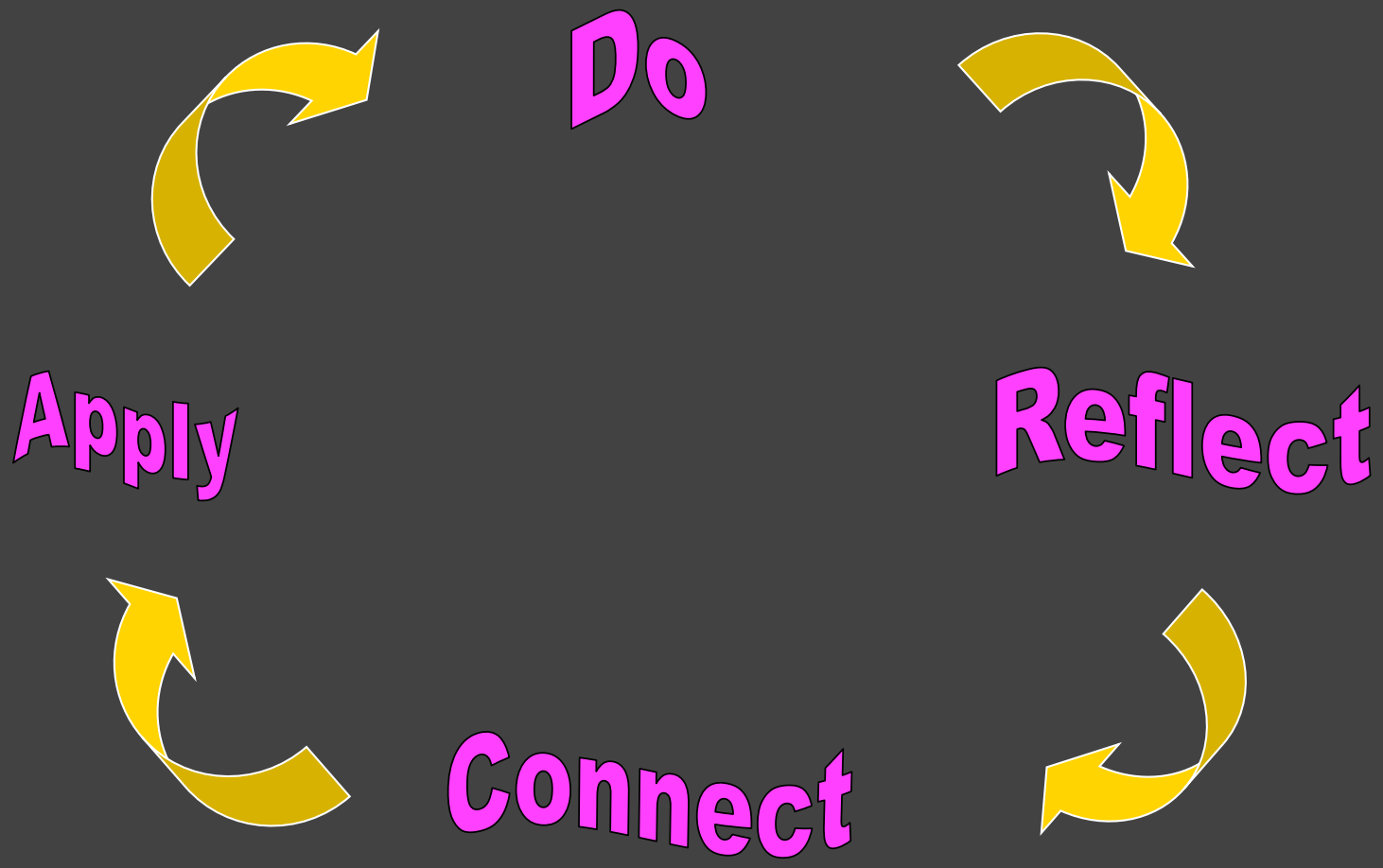
Practical information

- ✓ Attendance list
- ✓ Coffee breaks
- ✓ Lunch
- ✓ Toilets
- ✓ Certificate of completion

Participants objectives

- Write down one objective from attending this workshop in a piece of post it paper
- Put your post it on to pre-prepared flipchart

Course Style



Session 2: What is change

Did you know?

Significant changes

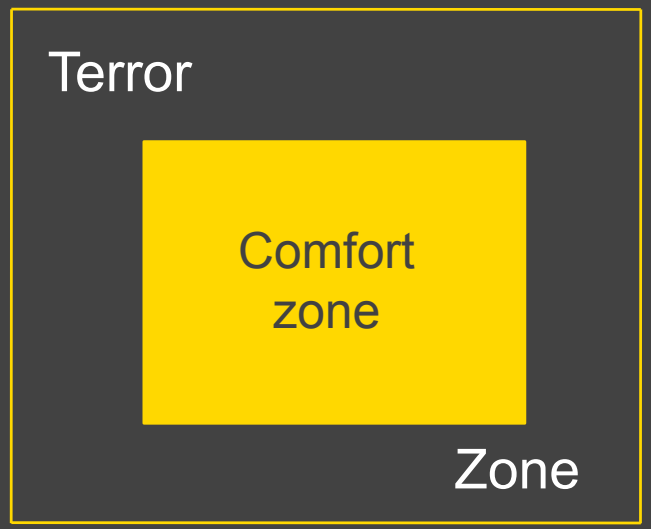
- Information technology
- Globalization
  - Capital
  - Innovation/ideas
  - People
- Competition

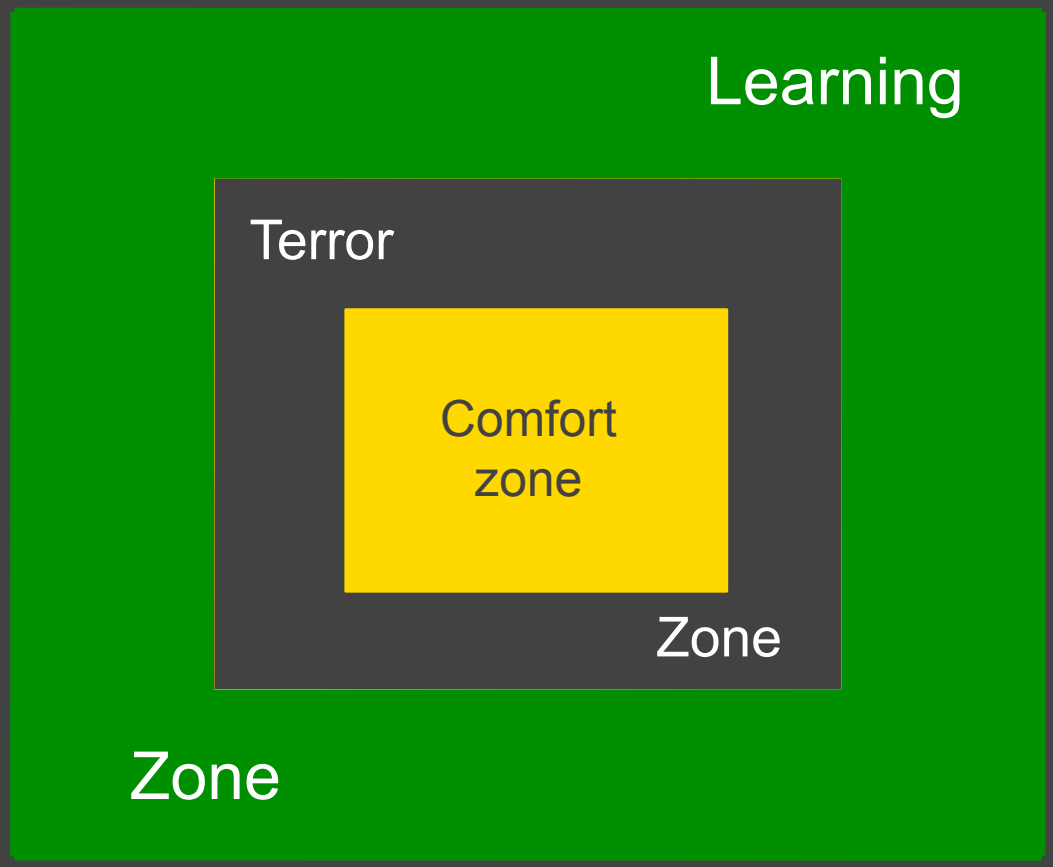
Group activity - workbook

- Pikirkan perubahan yang pernah anda alami. Uraikan apa yang terjadi.
- Apakah anda merasa terancam pada saat itu?
- Apakah perubahan tersebut menciptakan kesempatan, kemungkinan, atau pencerahan?
- Apa yang anda lakukan yang membuat anda mampu menerima perubahan tersebut? Apakah anda mendapatkan bantuan dari orang lain untuk dapat menerima perubahan tersebut?
- Apakah anda merasa bingung atau marah karena perubahan tersebut?
- Apakah anda sudah mengantisipasi perubahan tersebut?
- 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?

Comfort zone


Comfort
zone


Terror
Comfort
zone
Zone


Learning
Terror
Comfort
zone
Zone
Zone

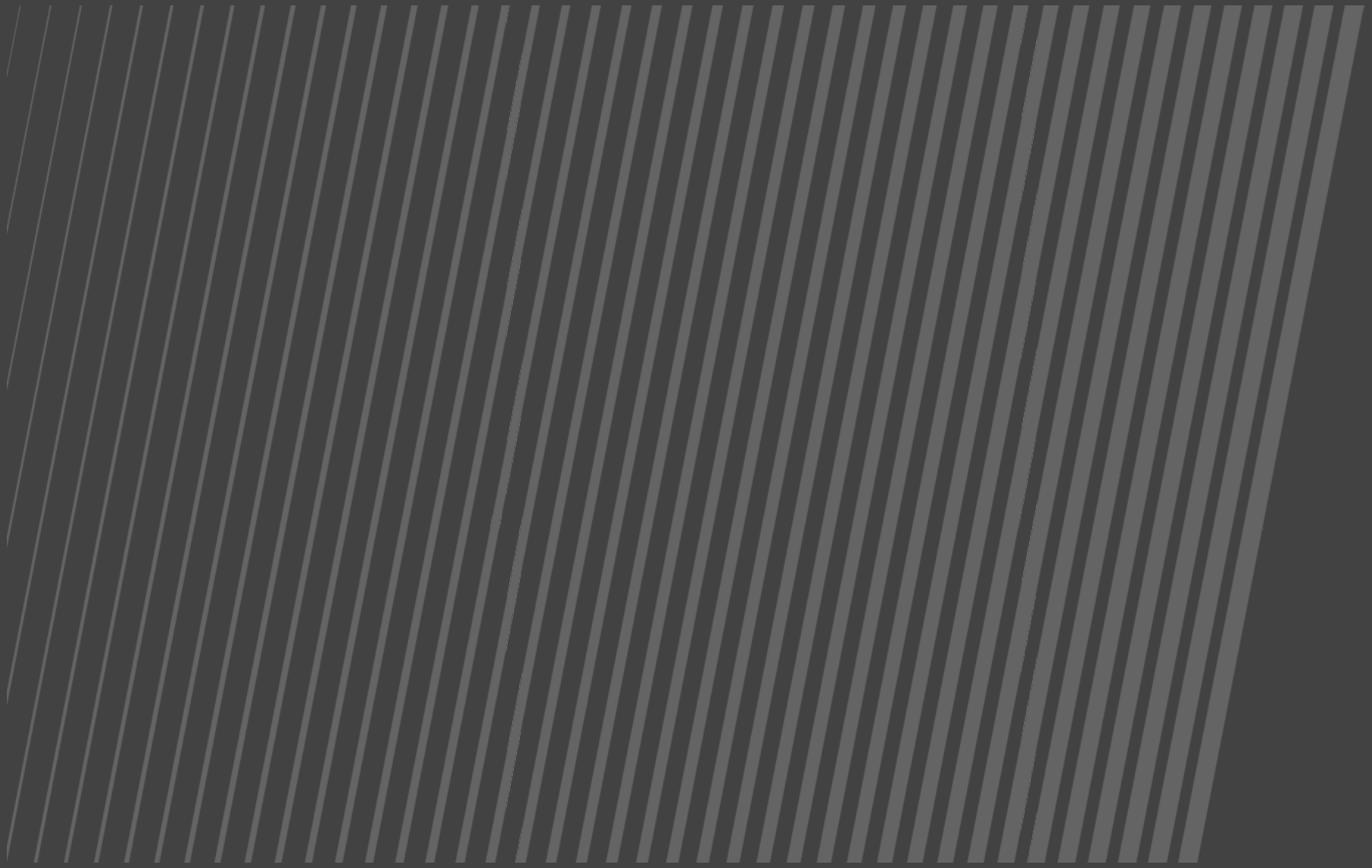
Key principles of change

1. Different people react differently to change
2. Everyone has fundamental needs that have to be met
3. Change often involves a loss, and people go through the "loss curve”
4. Expectations need to be managed realistically
5. Fears have to be dealt with

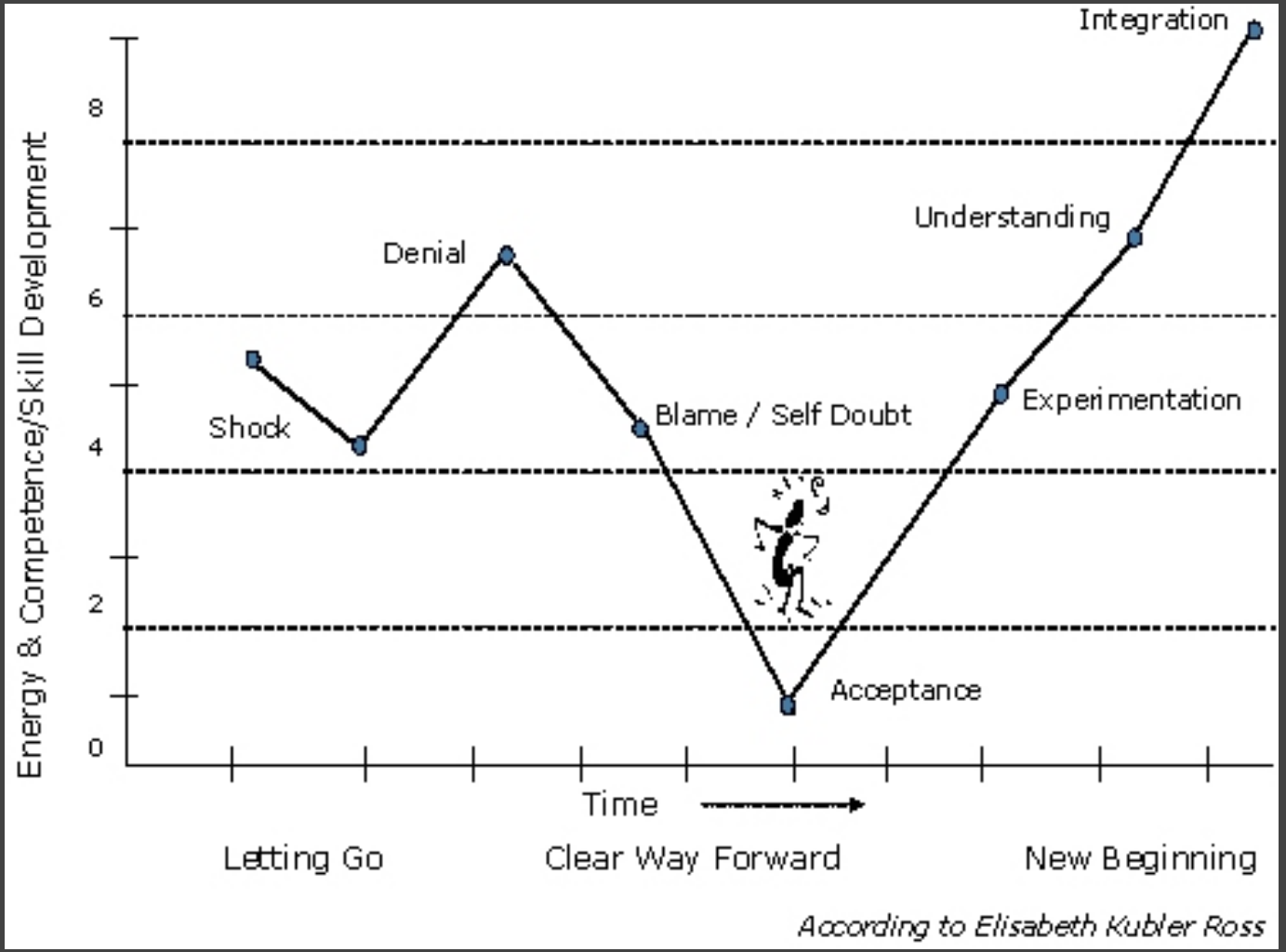
Changes needs …

- Pengorbanan
- Kerja keras
- Keberanian
- Kesabaran
- Kebijaksanaan/wisdom
- Kemampuan untuk melihat jauh ke depan

Session 3: Human reaction to change

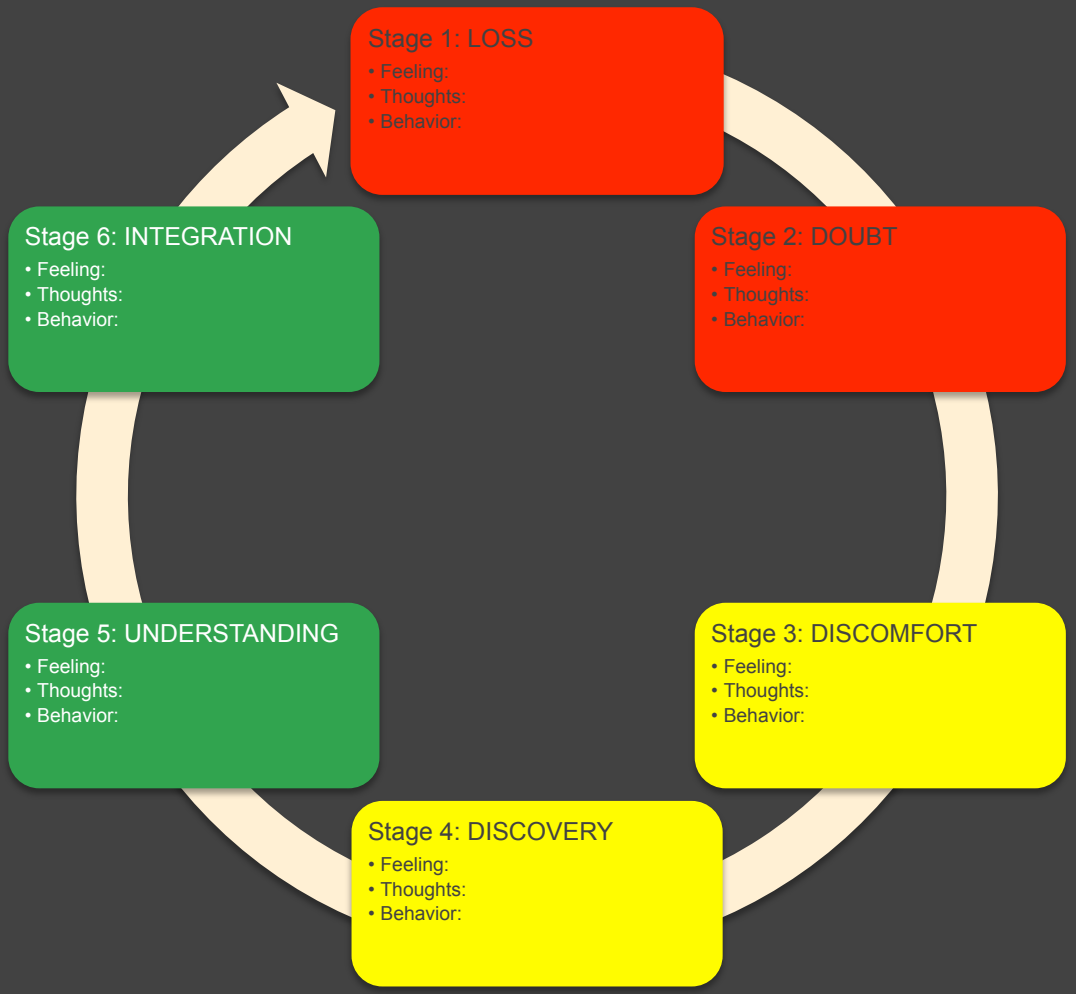


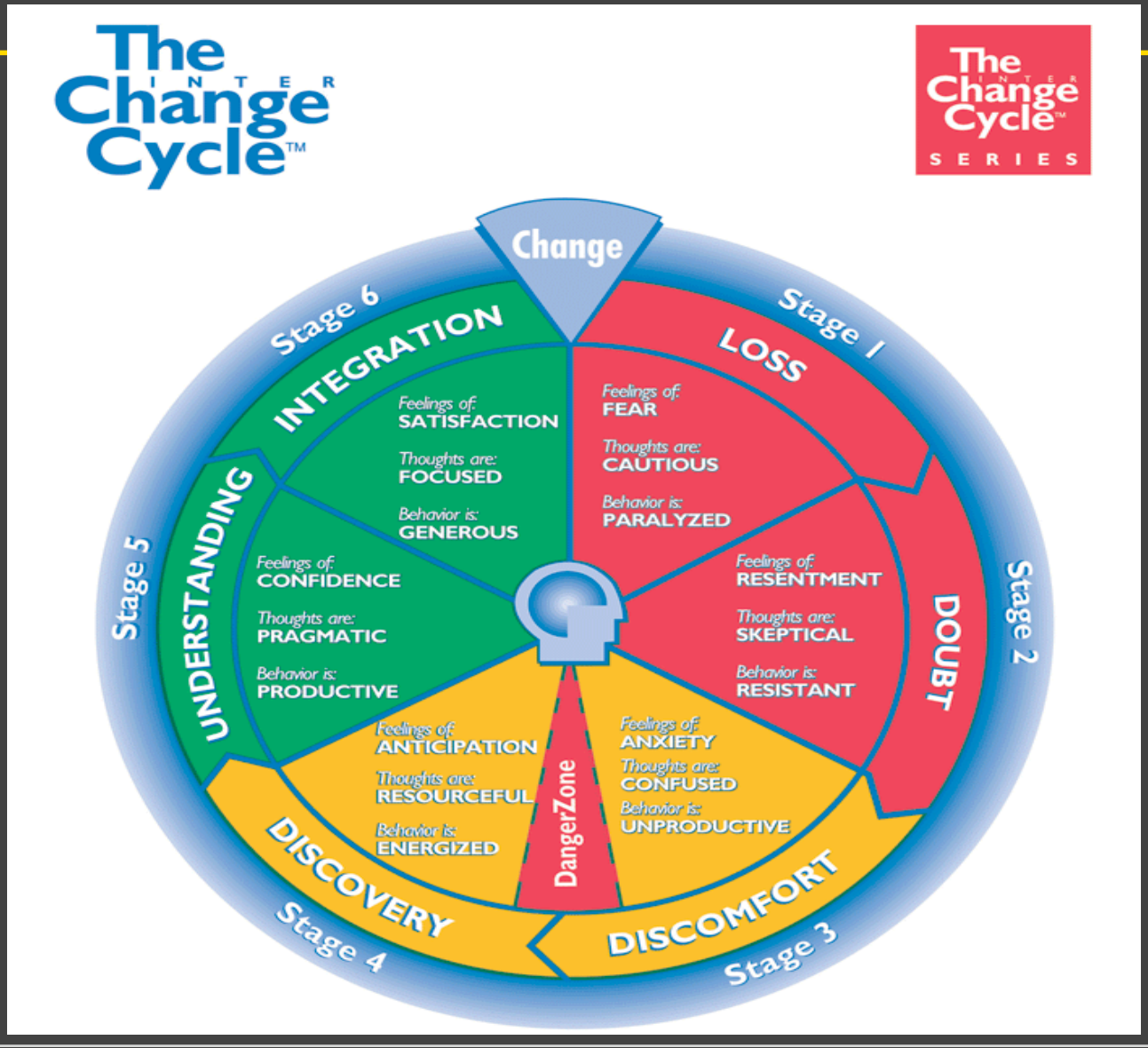
Human reaction to change



FA
People Focus

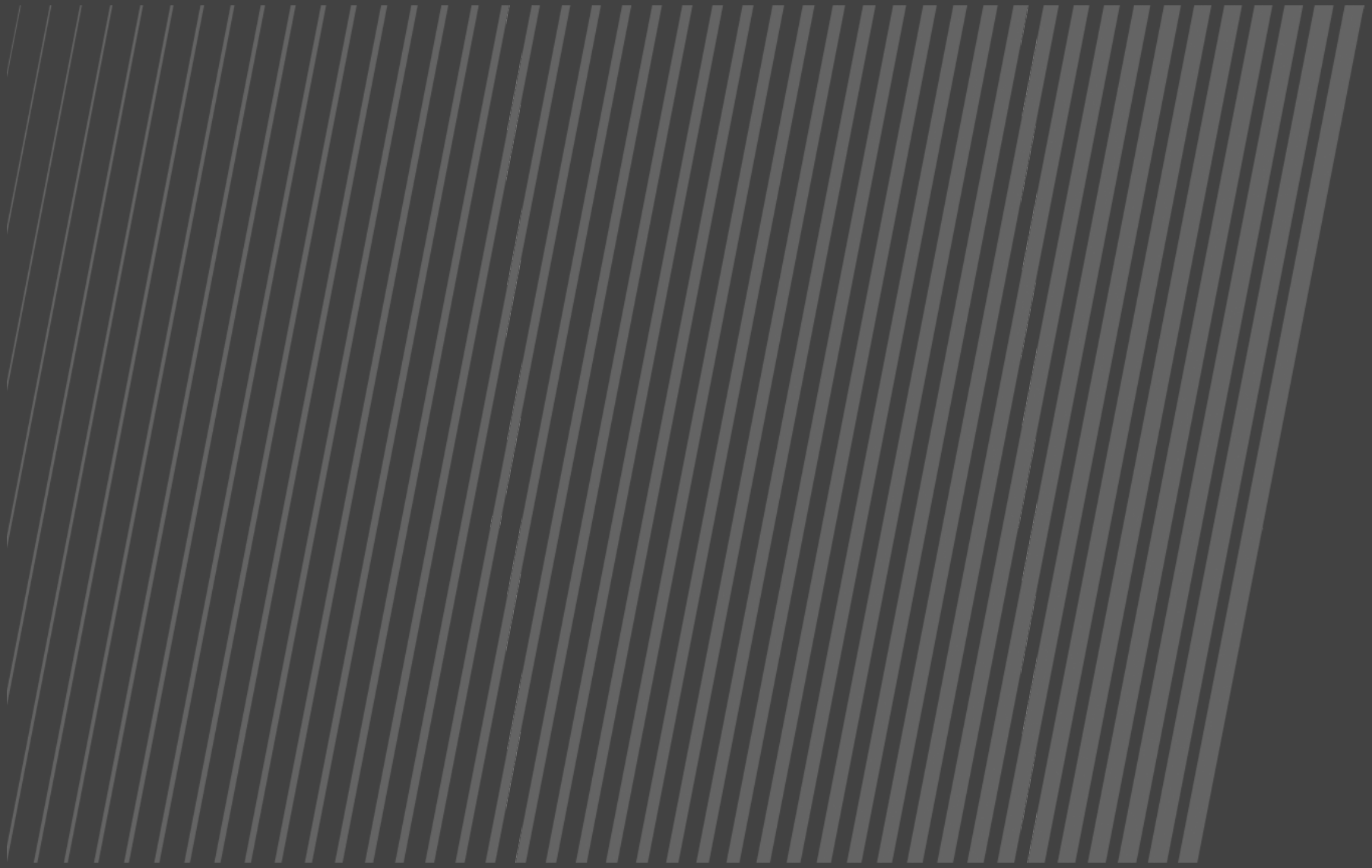
The Change Cycle





FA
People Focus

Lesson 4: The pace of change

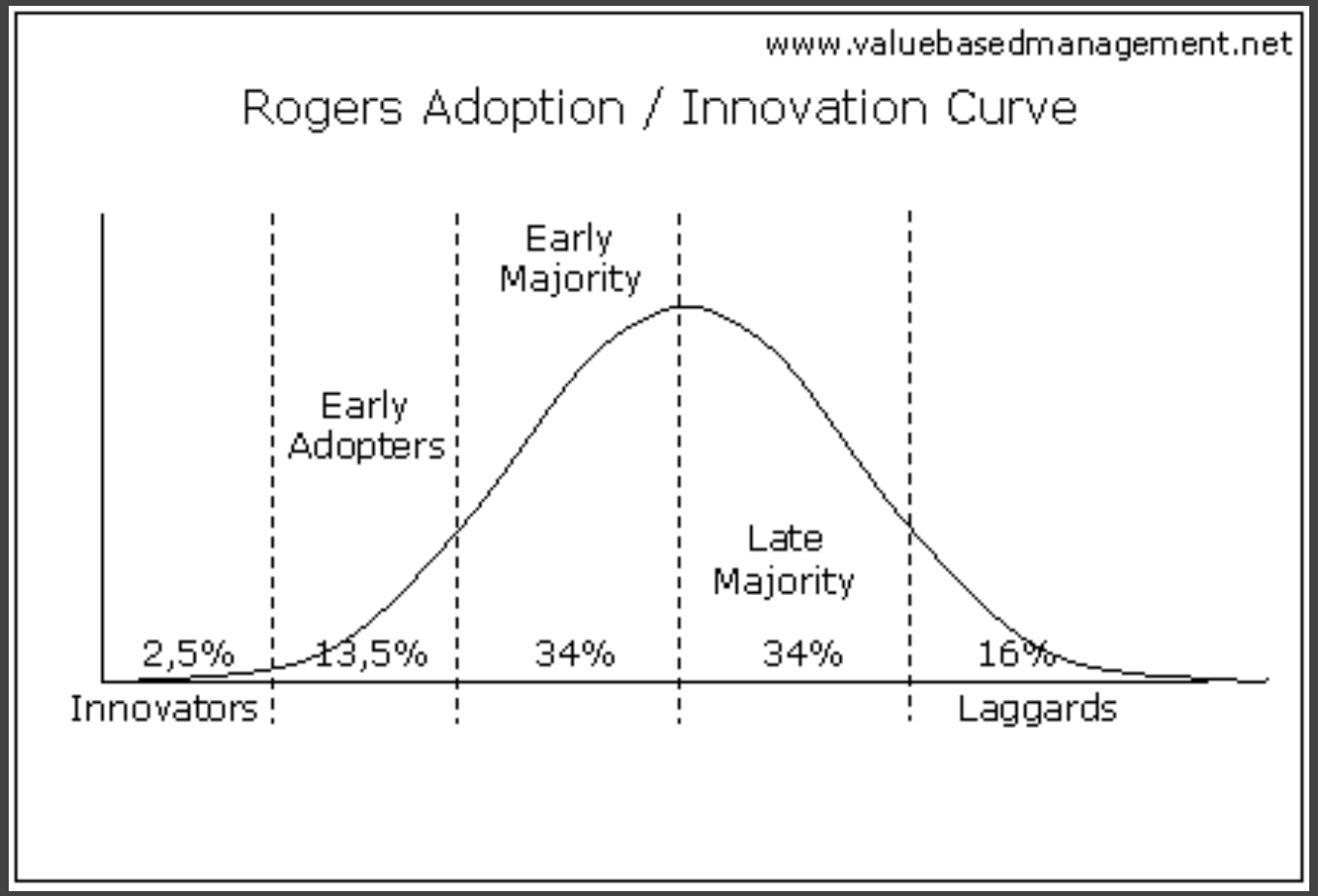


The pace of change

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

- Innovators – wants to try new things, pushing for change
- Early Adopters – rushing to change, want to break routine
- Early Majority – influenced by innovator, prefer ahead
- Late Majority – more cautious until they are sure
- Late Adopters – the last to come aboard, may not willing
- Diehards – resist to change, do not come on board

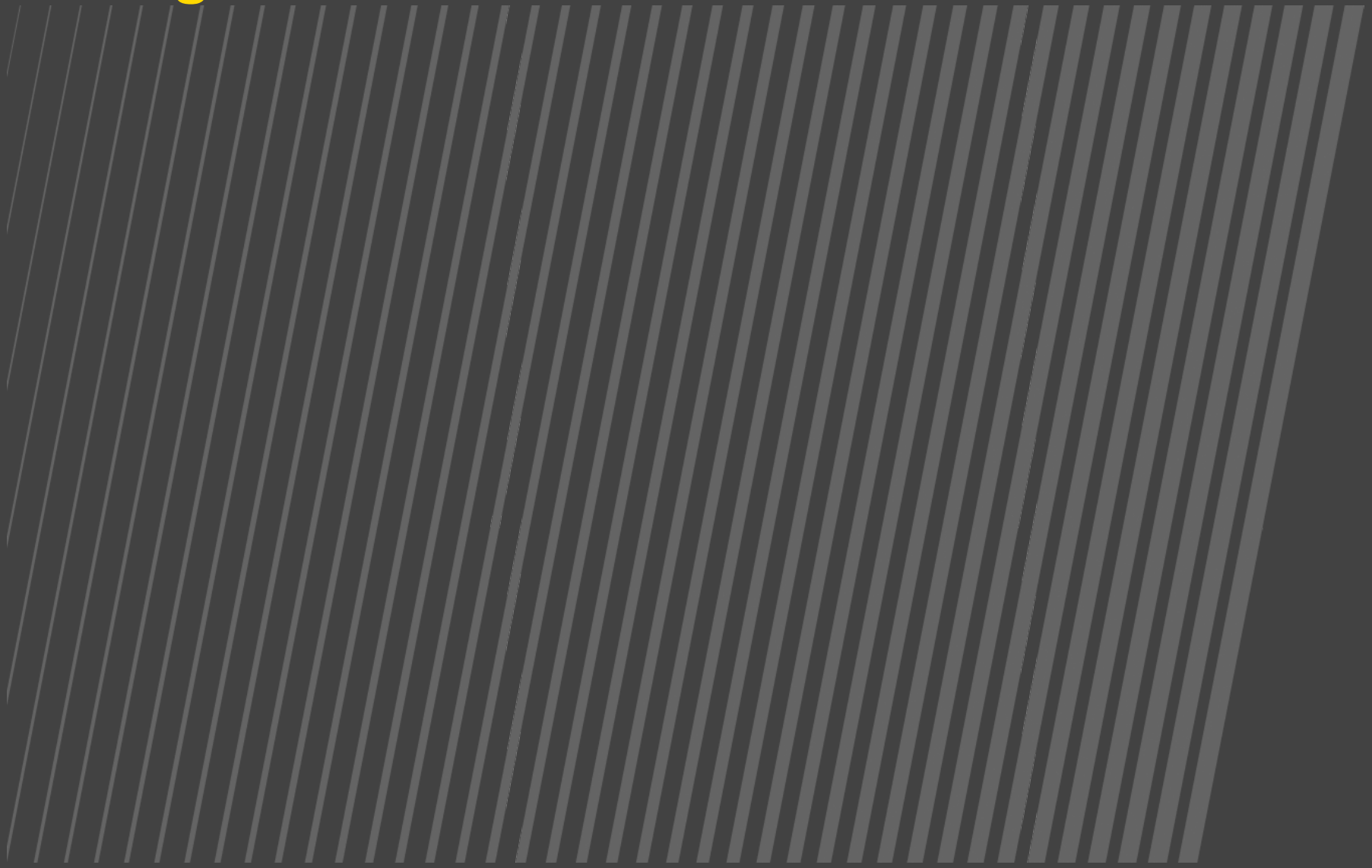
Roger's adoption theory



Four windows 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**

Lesson 5: ADKAR – personal change management



Group activity

Handling an unfortunate events

- Setiap group menuliskan 3 kejadian yang tidak menyenangkan dalam 3 kalimat singkat
- Untuk setiap kejadian, tuliskan sisi positifnya
- Presentasikan

Session 5: ADKAR - personal change management

Awareness of the need to change

Desire to change

Knowledge of how to change

Ability to implement change

Reinforce 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

Belanda: local content

A:

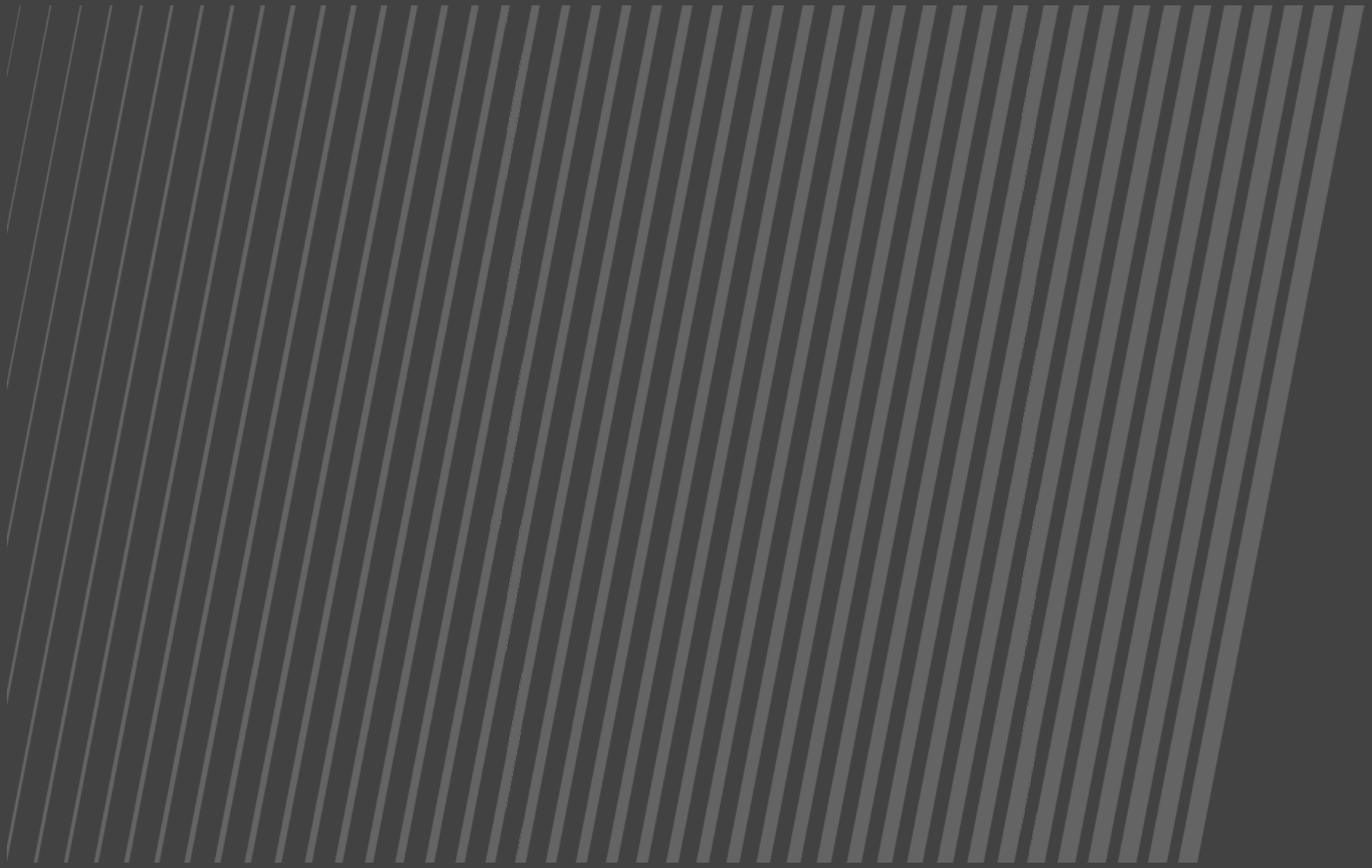
D:

K: melatih skills untuk upload, library untuk diseminasi informasi

A: membuka akses bagi semua orang

R: insentif bagi yang terlibat dalam bentuk “pengakuan” baik dari domestik maupun global. Bagi late adopters: bertahap dengan jalannya waktu.

Lesson 6: Reason to resistance



Lesson 6: Reasons for resistance

1. Pengalaman masa lalu yang tidak menyenangkan
   - Perubahan dipaksakan oleh atasan
   - Tidak ada komunikasi tentang perlunya perubahan dan manfaatnya
   - Tidak ada kesempatan untuk bisa memberikan masukan
   - Tidak ada tujuan yang jelas atau proses untuk menerapkan perubahan tersebut
   - Pertanyaan dan kekhawatiran tentang perubahan tidak mendapat tanggapan
   - Kurangnya konsistensi pimpinan
   - Akuntabilitas penerapan perubahan tidak jelas

Session 7: Reasons for resistance

2. Persepsi terhadap perubahan akibat pengalaman menghadapi perubahan di masa lalu
   - Perubahan tidak ditangani secara baik
   - Perubahan tidak memberikan hasil yang diharapkan
   - Perubahan memberikan hasil yang negatif bagi individual maupun organisasi
   - Perubahan menghasilkan persaan yang tidak menyenangkan

Session 7: Reasons for resistance

3. Tahapan dalam siklus kehidupan
   - Lebih mengutamakan stabilitas bukan tantangan untuk dipecahkan (telah memasuki masa kemapanan)
4. Personality/Temperament
   - Karakter internal yang membuat seseorang lebih sulit menerima perubahan
5. Kerja Otak
   - Mempelajari sesuatu yang baru memerlukan kerja otak, yang memerlukan pengulangan agar menjadi terbiasa
6. Rasa takut

Lesson 7: Strategies for dealing with resistency



Type of resistency

1. Positive resistance
2. Passive resistance
3. Negative resistance

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:
   - …
   - …
   - …
   - …

Strategies for dealing with positive resistance

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

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   - 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?”)

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:
   - …
   - …
   - …

Strategies for dealing with passive resistance

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   - 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
   - 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.)

Strategies for dealing with negative resistance

1. What does the Negative Resistor really fear?
   - Loss of control or power
   - Ability to determine his/her own rate of productivity
   - Ability to set his/her own “rules”
   - Loss of freedom (loose standards for accountability)
   - Predictability
   - Employment
   - “Ease” of doing his/her job
2. Strategies for responding:
   - …
   - …
   - …

Strategies for dealing with negative resistance

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   - Predictability
   - Employment
   - “Ease” of doing his/her job
2. Strategies for responding:
   - Use the same strategies for responding to the Positive and Passive Resistors
   - 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

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.)

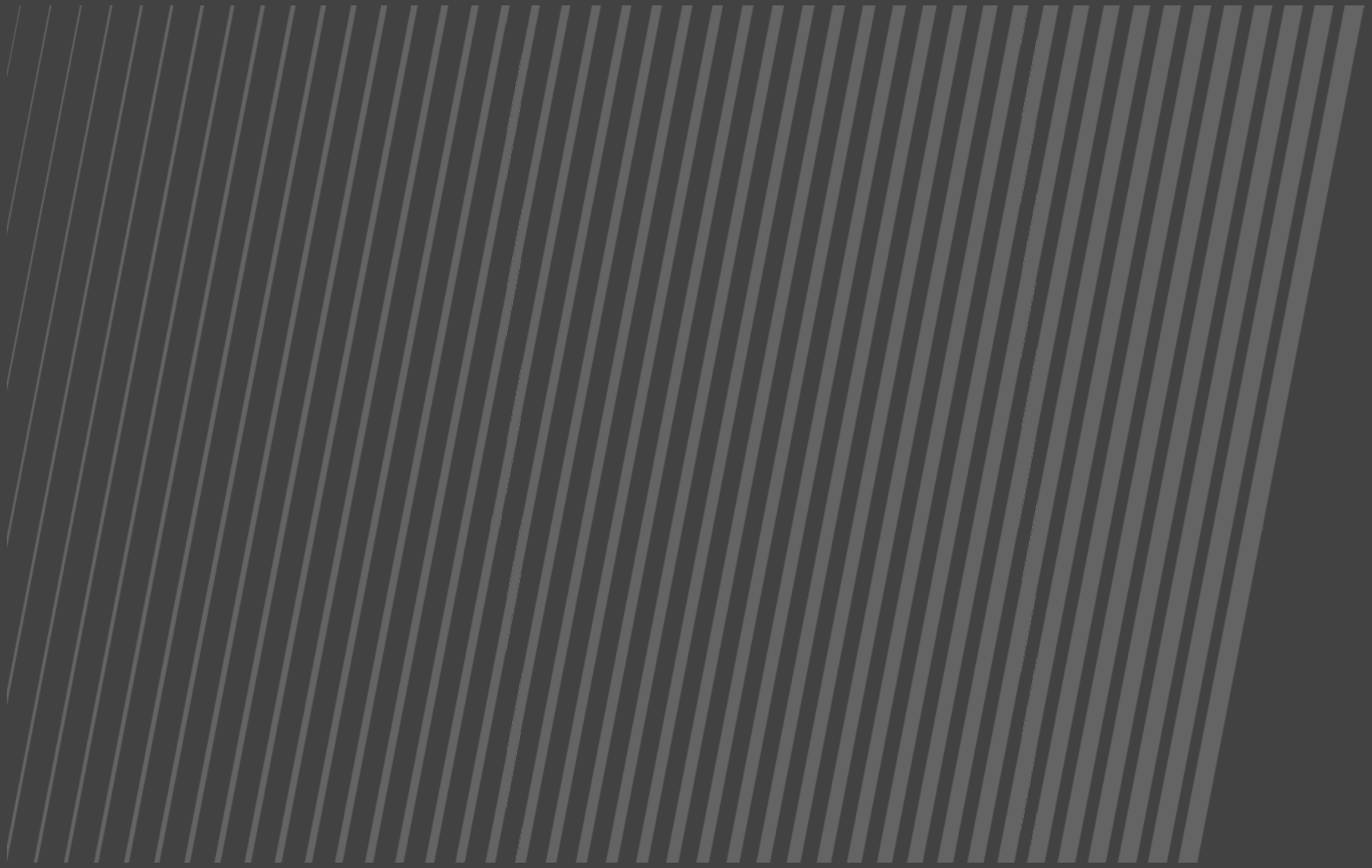
Proactively addressing resistance for change

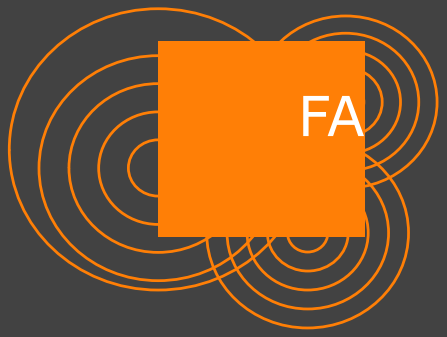
2. Create a sense of urgency
   - The costs and risks of not changing need to be *greater than the perceived risk of changing*
3. Balance “inoculation” with “benefits”
   - Identify or acknowledge some of the challenges that will be encountered during the change efforts to show that you are not ignoring 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)

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"

Lesson 8: Progaram wrap up & closing




FA

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