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# **Change Management**

## **Overview**

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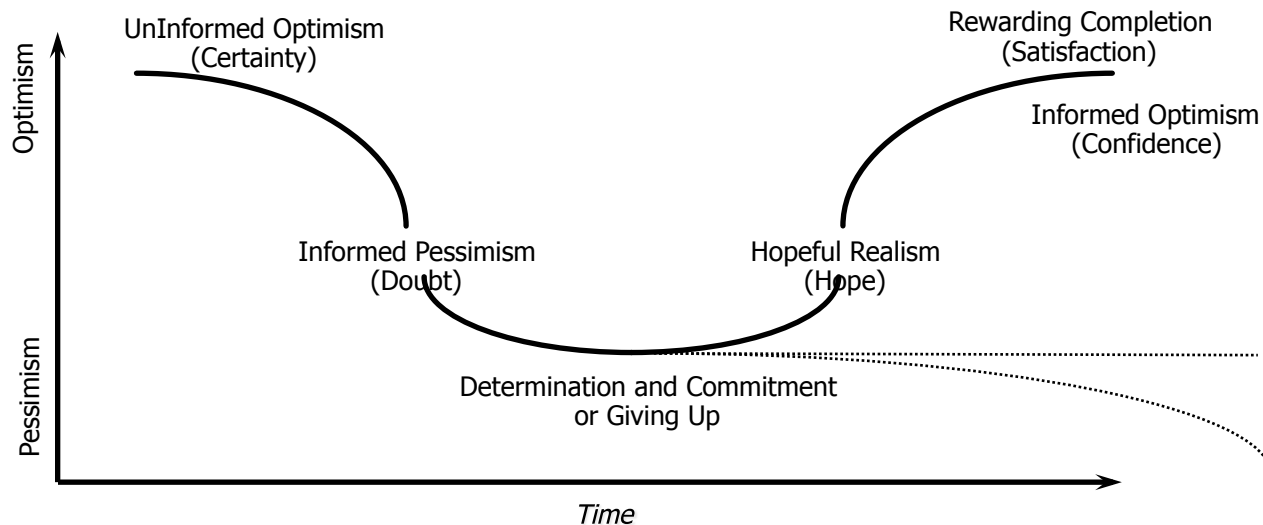
# Managing Successful Change Programs Is Inherently Difficult

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- Change requires individuals and organizations to think, act, and perform differently
- No matter how well motivated, an individual cannot make change alone
- The organization changes only as the percentage of people within the organization change
- Members of an organization are as important as leaders in changing organizations
- Keep in mind that human beings are always tuned in to their favorite radio station - WIII-FM (What Is In It For Me)

Change Truths - *Nobody Likes Change!*

# Once the Change Has Begun, Your Job Is to Help Manage the Process



Source: Daryl Conner

- **Explain the Emotional Cycle of Change**
- **Acknowledge that everyone will experience this in different ways and that it is incumbent upon the group to work together through it**
- **Take ‘temperature checks’ as to where the group and individuals are throughout the change process**
- **Understand that you will also be going through this process**
- **Help the group get through the “Valley of Death” in a positive way**
- **Communicate! Communicate! Communicate!**

# Why Do People Resist Change?

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## *People resist change because the change*

- does not make economic/rational sense;
- is not in their professional best interest; or
- it is too risky for them personally

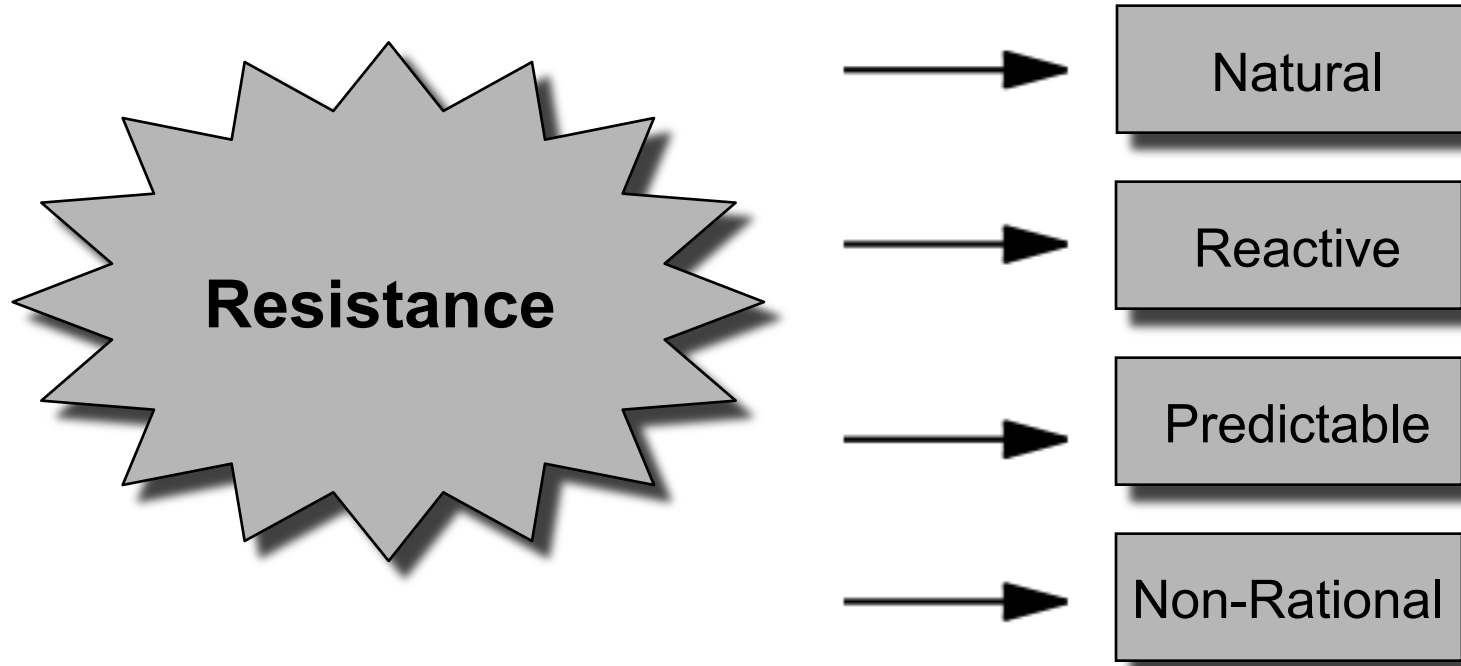
## *Resistance can occur because people fear ..*

- loss of credibility or reputation
- lack of career or financial advancement
- possible damage to relationships with their boss
- loss of employment
- interpersonal rejection
- change in job role
- embarrassment/loss of self esteem
- job transfer or demotion
- loss of control

**Our task is to help the person resisting change to express his/her concerns directly**

# What Is Resistance?

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**Resistance is nature's way of telling you something important is going on  
and that you are on target**

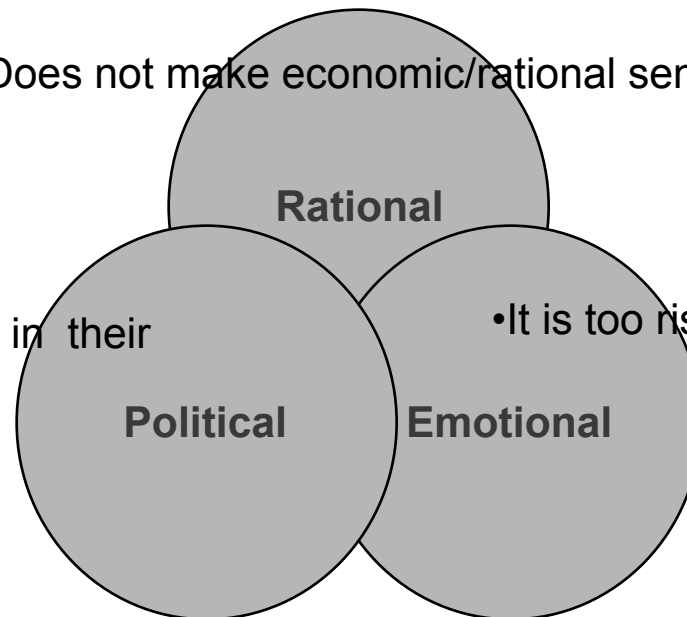
# What Are the Different Types of Resistance?

## Easiest to Overcome

Examples: “Why do I want to do that, it doesn’t make economic sense?”

“This new way you are proposing will cost too much.”

- Does not make economic/rational sense



- Does not appear to be in their professional best interest

- It is too risky for them personally

## Must Work with the Organization to Overcome

Examples: “My boss won’t go for this”

“Will senior management reward me for being a risk taker?”

## Most Difficult to Understand Root Cause

Examples: “Fear of failure”  
“Fear of looking stupid”

# 25 Reasons Why It Won't Work

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1. We tried that before
2. Our systems are different
3. It costs too much
4. That's beyond our responsibility
5. That's not my job
6. We're all too busy to do that
7. It's too radical a change
8. There's not enough help
9. We've never done it before
10. We don't have the authority
11. There's not enough time
12. Let's get back to reality
13. That's not our problem
14. Why change it? It's still working OK
15. I don't like that idea
16. You're right, but ..
17. You're two years ahead of your time
18. It isn't in the budget
19. We're not ready for that
20. Sounds OK but impractical
21. Let's give it some more thought
22. That's my bowling day
23. That doesn't affect me or my child
24. Nobody cares about that
25. We've always done it this way

## .. And Another 25 Reasons Why It Won't Work

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- 26. It might not work
- 27. Not that again!
- 28. Where'd you dig that one up?
- 29. We did all right without it
- 30. It's never been tried before
- 31. Let's shelve it for the time being
- 32. I don't see the connection
- 33. What you are really saying is ..
- 34. Let's not be the first
- 35. Maybe that would work in your department but not in mine
- 36. The administration will never go for it
- 37. It can't be done
- 38. It's too much trouble
- 39. It's impossible
- 40. You're not here to think
- 41. Can't teach an old dog new tricks
- 42. Let me think about that and I'll get back to you
- 43. Let's wait until the next generation
- 44. Legislation says (I can't remember) we can't do that
- 45. We can't fight city hall
- 46. That's old/new business and can't be discussed now
- 47. That's too serious a subject
- 48. No one is interested
- 49. It's too early to think about it
- 50. It's too late to start

# Three Steps to Dealing With Resistance

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## **Step 1 : Identify the form resistance is taking**

- **Trust what you see more than what you hear**
- **Listen to yourself - use your own feelings as a barometer**
- **Listen for repetition/telltale phrases**

## **Step 2 : Acknowledge and name the resistance**

- **Tell the person your perception of the resistance**
- **Do it in a "win/win" manner; neutral, non-aggressive**
- **"What I think I hear you saying is .. "**
- **Tell the person how the resistance is making you feel**

## **Step 3 : Be quiet, listen, let the person respond**

- **Get the person talking**
- **Encourage full expression of the concerns**
- **Gradually uncover underlying resistance/issue - be aware of other forms of resistance surfacing**

Source : Flawless Consulting by Peter Block

# Dealing With Resistance - What Not to Do

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- **Fight the resistance**
- **Take it personally**
- **Go into more data collection and get hooked into the details**
- **Avoid the individual or collude with the individual**
- **Work more with your 'allies'**
- **Give lots of reasons**
- **Lose your confidence**
- **Expect to have all the answers**
- **Avoid giving "bad news"**
- **Use aggressive language - "you dummy" rule**
- **Delay/wait one more day**
- **Expect approval, encouragement, support and/or affection**

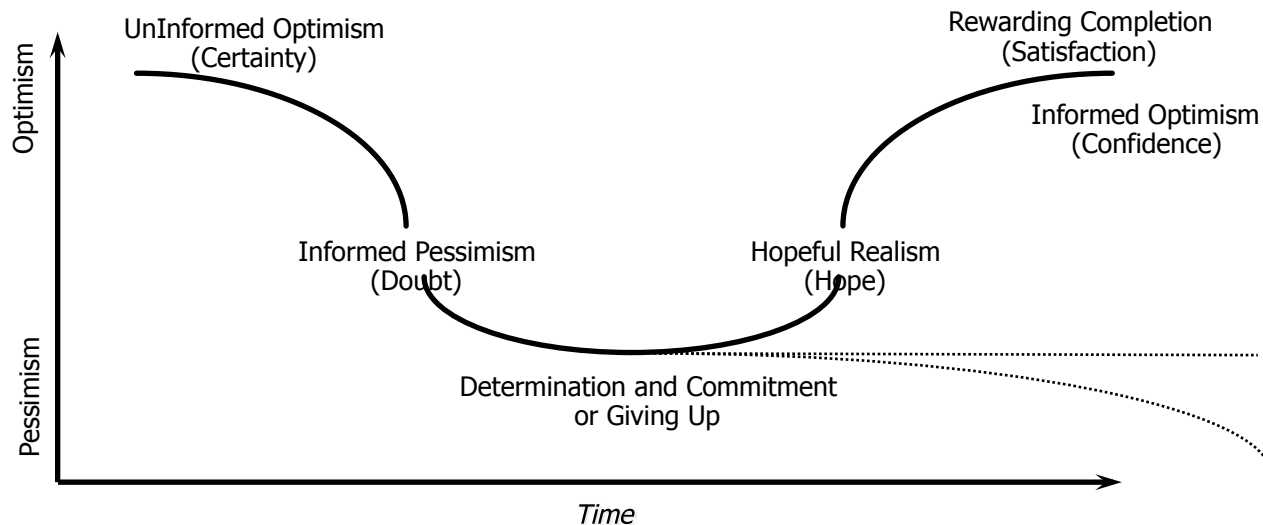
Source : Flawless Consulting by Peter Block

# Some Spectacular Potholes To Avoid

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- **Secrecy**
- **Loss of Customer Focus**
- **Underestimating the difficulty of the “hard stuff”**
  - Information systems
  - Operations, equipment and processes
  - Distribution
  - Achieving real (measurable) results
- **Under-investing in the “soft stuff”**
  - Vision, values, purpose
  - Business models and assumptions
  - Decision making, information needs
  - Metrics and performance management - What does success look like? Failure?
  - Accountability
- **Short-term cost reduction at the expense of long-term strategic advantage**

# Some Tips From Managing Multiple Changes



Source: Daryl Conner

- **Post the Emotional Cycle of Change on the wall and ask people on a regular basis where they are and where they think the organization is**
- **Inform Senior Executives that they may resist the most – they will feel that they have the most to lose – but make sure they know you’ll be their safety net**
- **Informal networks are absolutely key to winning the hearts and minds of the organization**
- **Find out at every level of the organization who the key influencers are and try to co-opt them into the program – change network, rumor buster, etc..**
- **Communicate! Communicate! Communicate! – I’ve never seen this done too excess**

# Some Of Our Current And Previous Clients Include ...

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**Tetra Laval**



**nationalgrid**



**Nestlé**



**ticketmaster**



# We Would Be Interested In Beginning A Discussion

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