

# Looking to the Future

## Managing Change

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# What is organisational change?

- Organisational change is defined as change that has an impact on the way that work is performed and has significant effects on staff. This could include changes:
  - in the structure of an organisation
  - to organisational operation and size of a workforce
  - to working hours or practices
  - in the way roles are carried out
  - to the scope of a role that results in a change to the working situation, structure, terms and conditions or environment.
- Organisational change can have an impact irrespective of whether changes are viewed as large or small.

# Change Quotations

- The art of progress is to preserve order amid change and to preserve change amid order. *Alfred North Whitehead*
- Change will not come if we wait for some other person or some other time. We are the ones we've been waiting for. We are the change that we seek. *Barack Obama*
- Change is inevitable - except from a vending machine! *Robert C. Gallagher*

# Change Quotations

- It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change. *Charles Darwin*
- The first problem for all of us, men and women, is not to learn, but to unlearn. *Gloria Steinem*
- Education is the most powerful weapon which you can use to change the world. *Nelson Mandela*

# Change Quotations

- Change is the law of life. And those who look only to the past or present are certain to miss the future.  
*John F Kennedy*
- Everyone thinks of changing the world, but no one thinks of changing himself. *Leo Tolstoy*
- The truth is that our finest moments are most likely to occur when we are feeling deeply uncomfortable, unhappy, or unfulfilled. For it is only in such moments, propelled by our discomfort, that we are likely to step out of our ruts and start searching for different ways or truer answers. *M Scott Peck*

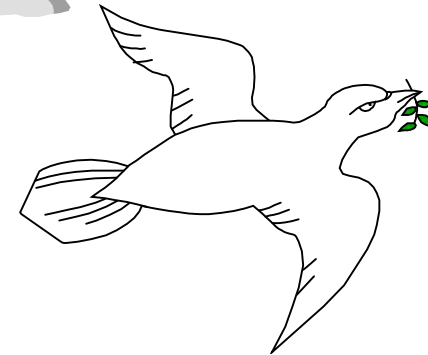
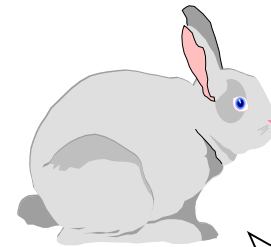
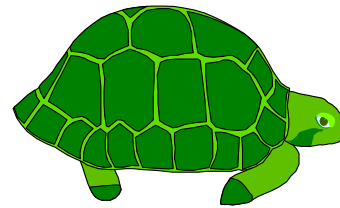
# Change Quotations

- If you want to make enemies, try to change something. *Woodrow Wilson*
- Some men see things as they are and say, "Why?" I dream of things that never were and say, "Why not?" *George Bernard Shaw*
- If you don't like something change it; if you can't change it, change the way you think about it. *Mary Engelbreit*

# Change to End Shortly?

## The Pace of Change

It took 74 years for the first  
50 million phones,  
it took 38 for the first 50  
million radios,  
and it took 4 for the first 50  
million internet  
subscribers!!!

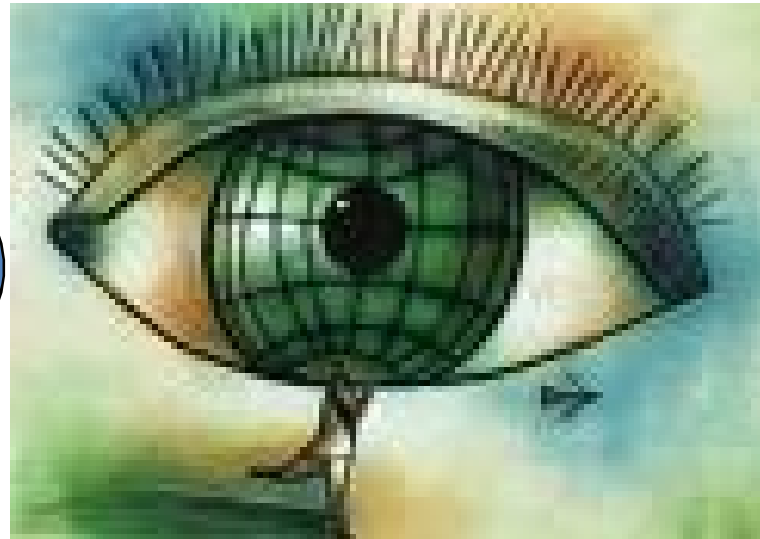


Remind ourselves and each other of the BIG DSC picture

**Leaders are visionaries with a poorly developed sense of fear and no concept of the odds against them.**  
Robert Jarvik

Use available technology to the best of its capacity

Feel the fear and do it anyway – run the risk



Bring knowledge:  
3 Golden Nuggets to Staff Brief

Be active in developing new products and services

**VISIONARY**

As a team – review strategic input and progress

Keep other departments  
informed about our  
activities –

FACE TO FACE

**There is no end to the adventures  
that we can have if only we seek them  
with our eyes open.**

Jawaharal Nehru

Be honest about  
mistakes and  
open to  
feedback

Be open to new  
ideas - wherever  
they come from



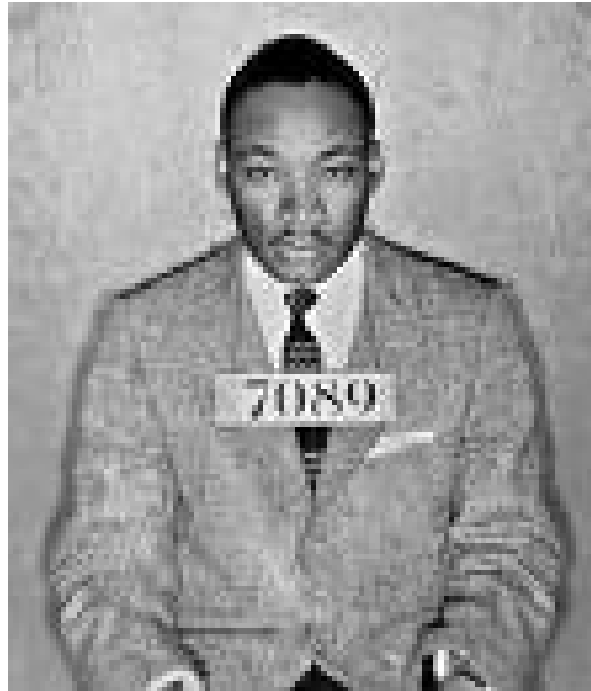
Publicly acknowledge  
our SWOTS – within  
and outside the team

**OPEN**

Harness change –  
and support those  
who struggle with it

SHOUT – when we need  
help or support, a  
shoulder or and ear

Support each others  
development and  
growth in role and team



Celebrate Together  
3 successes  
3 Thank you's  
3 Golden Nuggets

Seek opportunities  
to learn from each  
other

Apply creativity and  
innovation in  
delivering training

**The ultimate measure of a man is not where he  
stands in moments of comfort, but where he  
stands at times of challenge and controversy**  
Martin Luther King

**INSPIRING**

Be proactive in  
organising buddying  
and 1-1 support  
meetings

Create and use our  
value cards to support,  
thank and praise each  
other

Encourage and challenge each other to help other departments

Every job is a self-portrait of the person who did it.  
Autograph your work with excellence.

Each week read 3<sup>rd</sup> Sector and other relevant journals

Smile. Say Hello. Good Morning. Goodbye.  
To colleagues and customers



Manage own knowledge gaining and skills development

**COMMITTED**

Read DSC briefings, bulletins e-news, catalogues and flyers



Go the extra mile – at least, ask – is there anything else?

Talk up DSC –  
to each other, to other  
departments,  
to customers and a  
associates

**The mark of a true professional is  
giving more than you get.**

Robert Kirby

Peak performance  
standards –  
Phone response, in  
group, out of office,  
house style

Take opportunity to talk  
to customers, trainers,  
visitors and associates

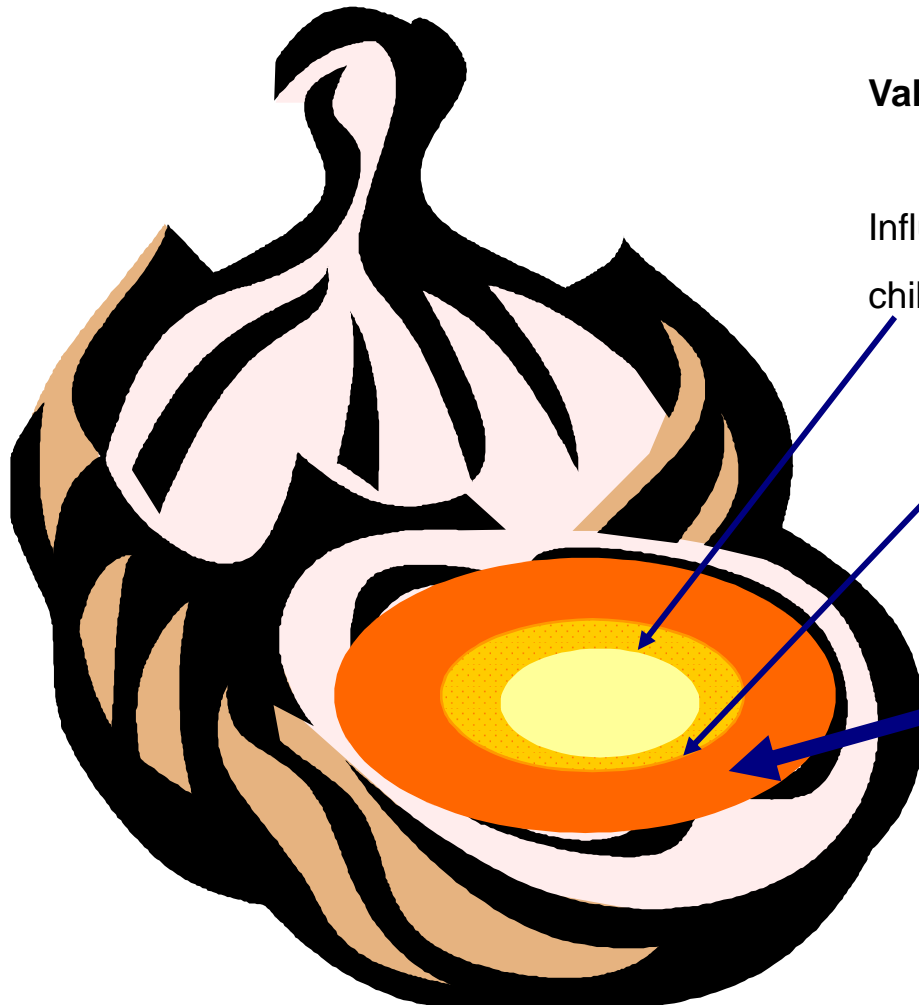


Be on time,  
appropriately dressed,  
badged up and cheerful

Do the 'dirty' jobs – pick  
up litter, change the loo  
role, water bottle, copy  
paper

**Extremely  
Professional**

Talk well of  
colleagues, their  
roles and their  
achievements



## Values

Influenced from early on in our childhood – by the 'big' people.

## Attitudes and Beliefs

Influenced by our values

## Feelings

An internal response, related to our attitudes and beliefs

# Types of Organisational Change

- Developmental change
- Transitional change
- Transformational change

# Combining Leading and Listening

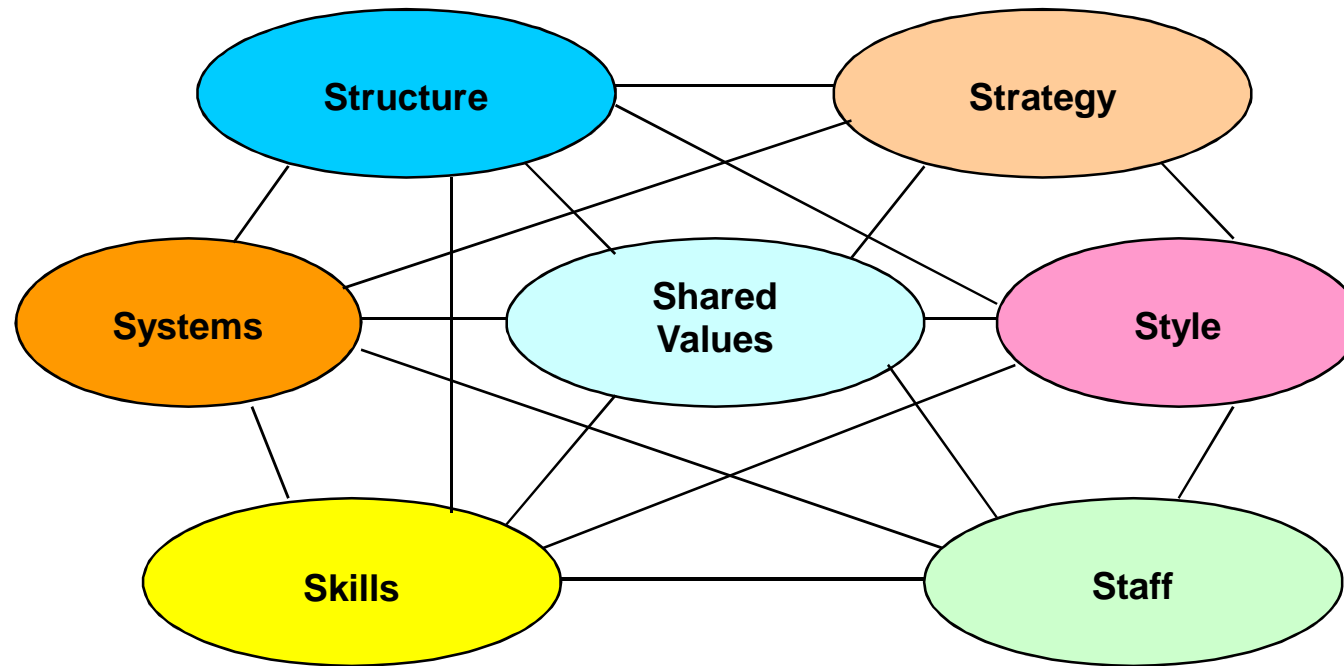
## **Leading**

- A clear view of the future
- Strong leadership
- A focus on action
- Investment in training
- Timetable plan with targets

## Listening

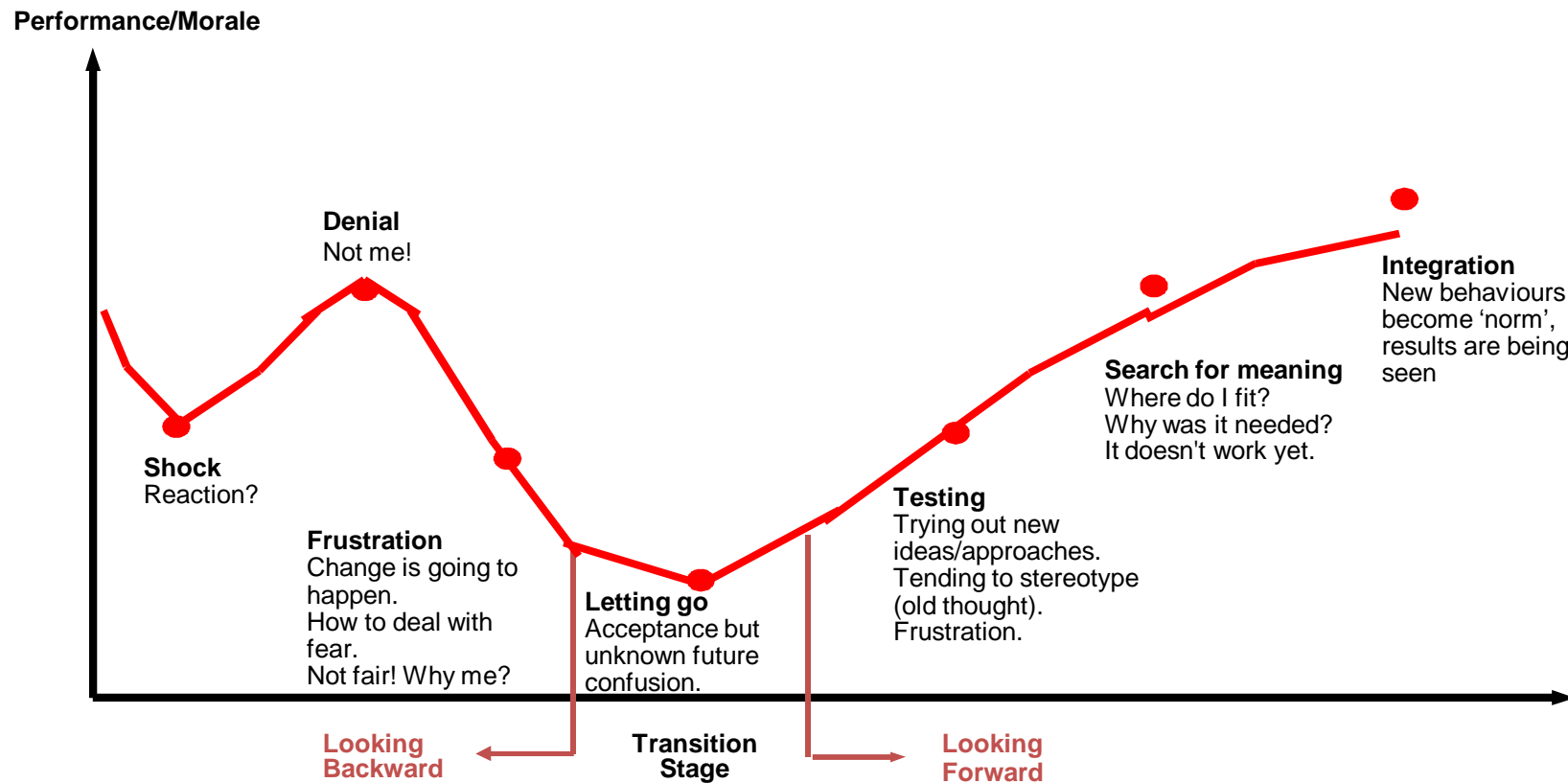
- Desire to build on the best from the past
- Strong commitment to hear concerns
- Time for reflection
- Commitment to learning
- Freedom to act within broad guidelines

# Components of Organisational Culture



The McKinsey 7s Framework

# The Change Curve



# People affected by change

- Those who are committed to change
- Those who are uncommitted
- Those who are likely to oppose change

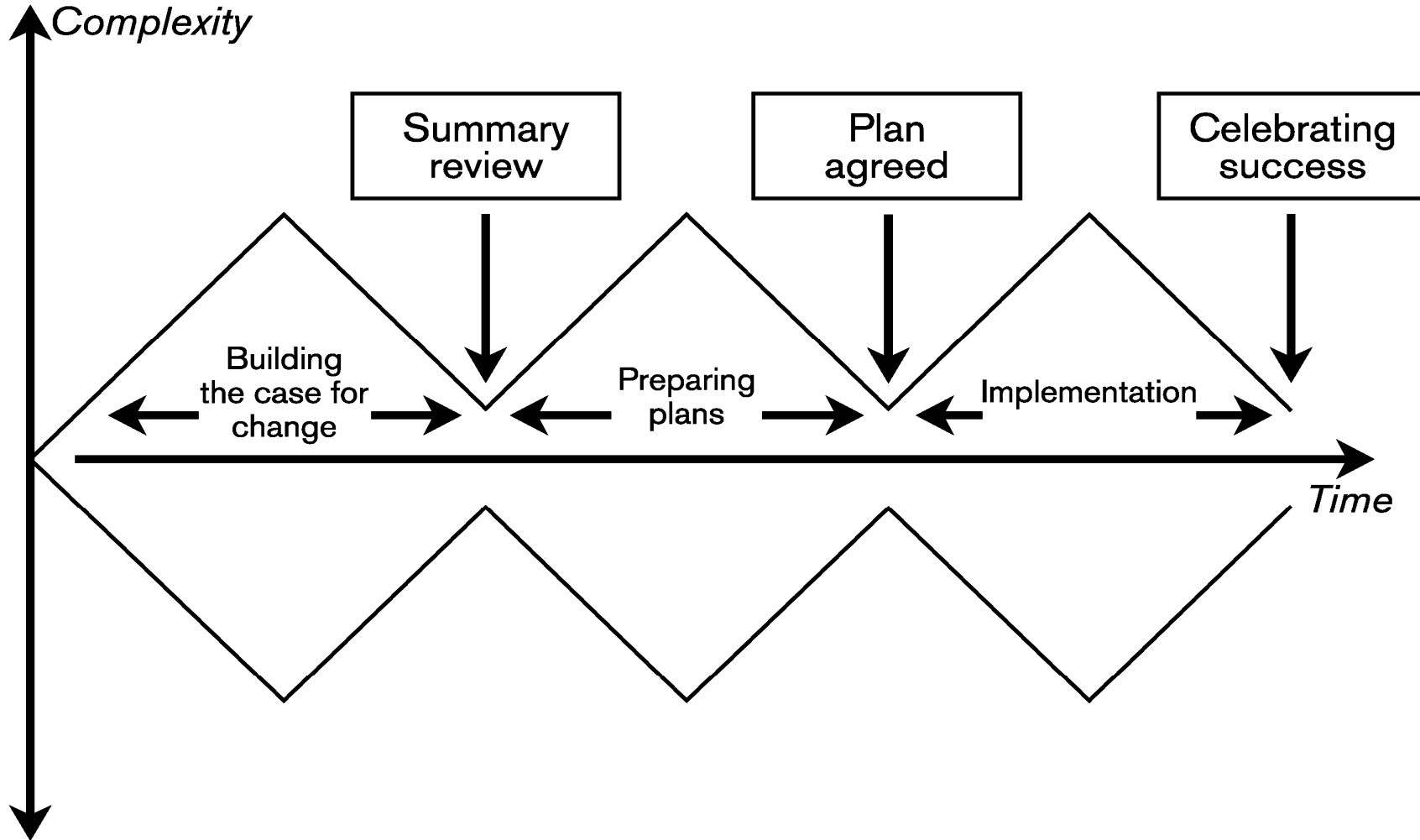
# Resistance to Change

On any given project involving large scale change, technical issues and obstacles often account for only 20% of the problems. The rest are the result of ***human resistance***.

Resistance is typically divided into two distinct categories:

**Active Resistance**  
**Passive Resistance**

# THE COMPLEXITY OF A CHANGE MANAGEMENT INITIATIVE VARIES WITH TIME



# Team Start-Up - Typical Discussions

<u>Concerns</u>	<u>Expectations</u>
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____
• _____	• _____

<u>Ground Rules</u>
• _____
• _____
• _____
• _____
• _____
• _____

<u>Roles</u>
• Team Leader
• Coach / Facilitator
• Participants

<u>Agreement List</u>	<u>Parking Lot</u>

<u>Have to offer</u>	<u>Would like to learn</u>

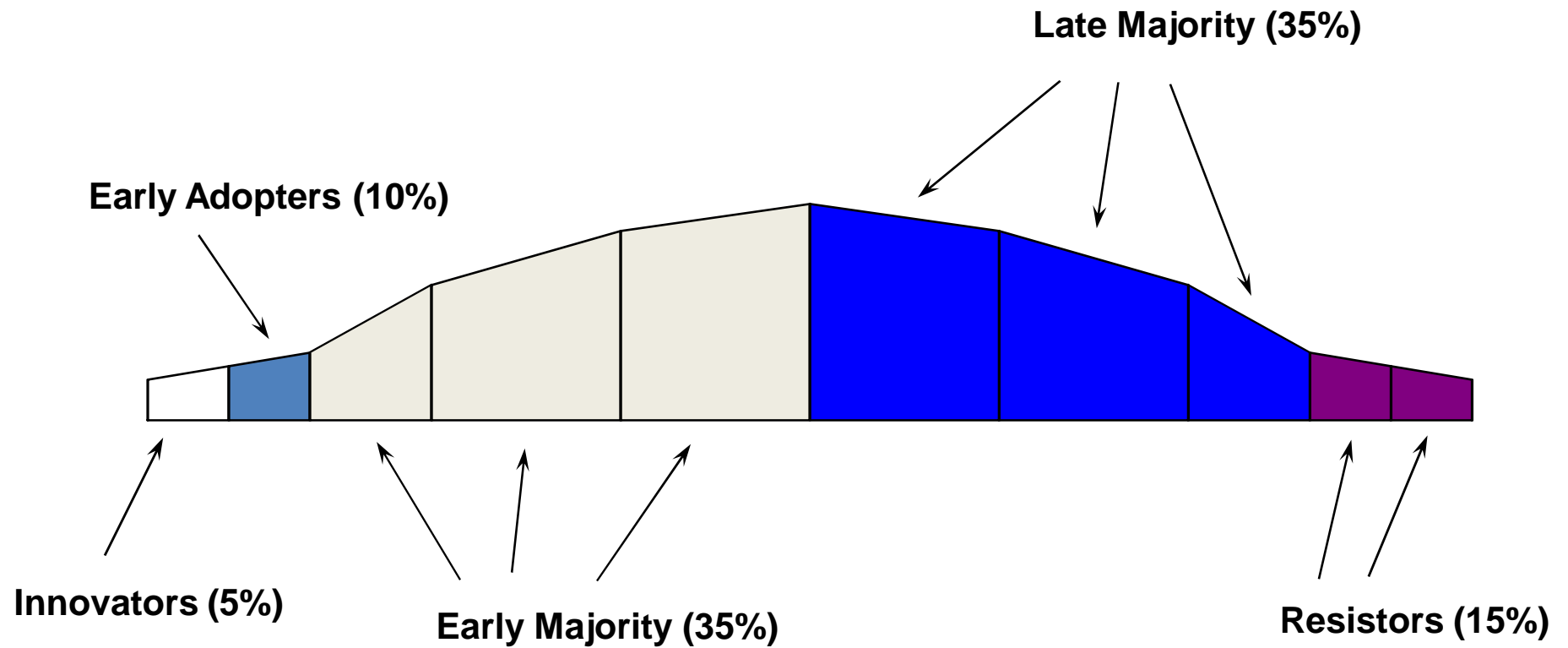
# Tool: Threat / Opportunity Matrix

“Best Practice” organizations know how to frame a change initiative as more than a short-term threat. They work to find ways to frame it as both a threat and an opportunity. By doing so, they are able to create a sense of urgency and commitment among the key stakeholders.

	Threat	Opportunity
Short Term	<b>PAIN</b> 1	3
Long Term	2	4 <b>GAIN</b>

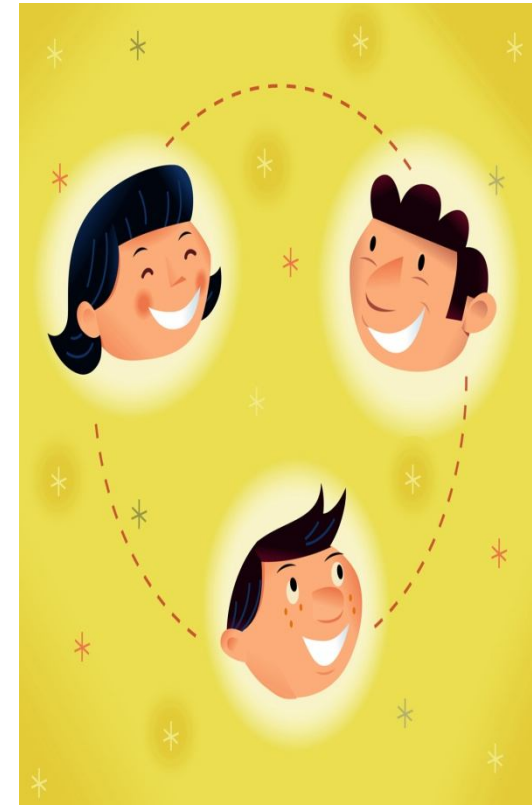
Building the case for change is one of the most important tasks of the team. This simple tool helps it to redirect the initial focus on short-term threats and generate a clear sense of why the initiative is essential.

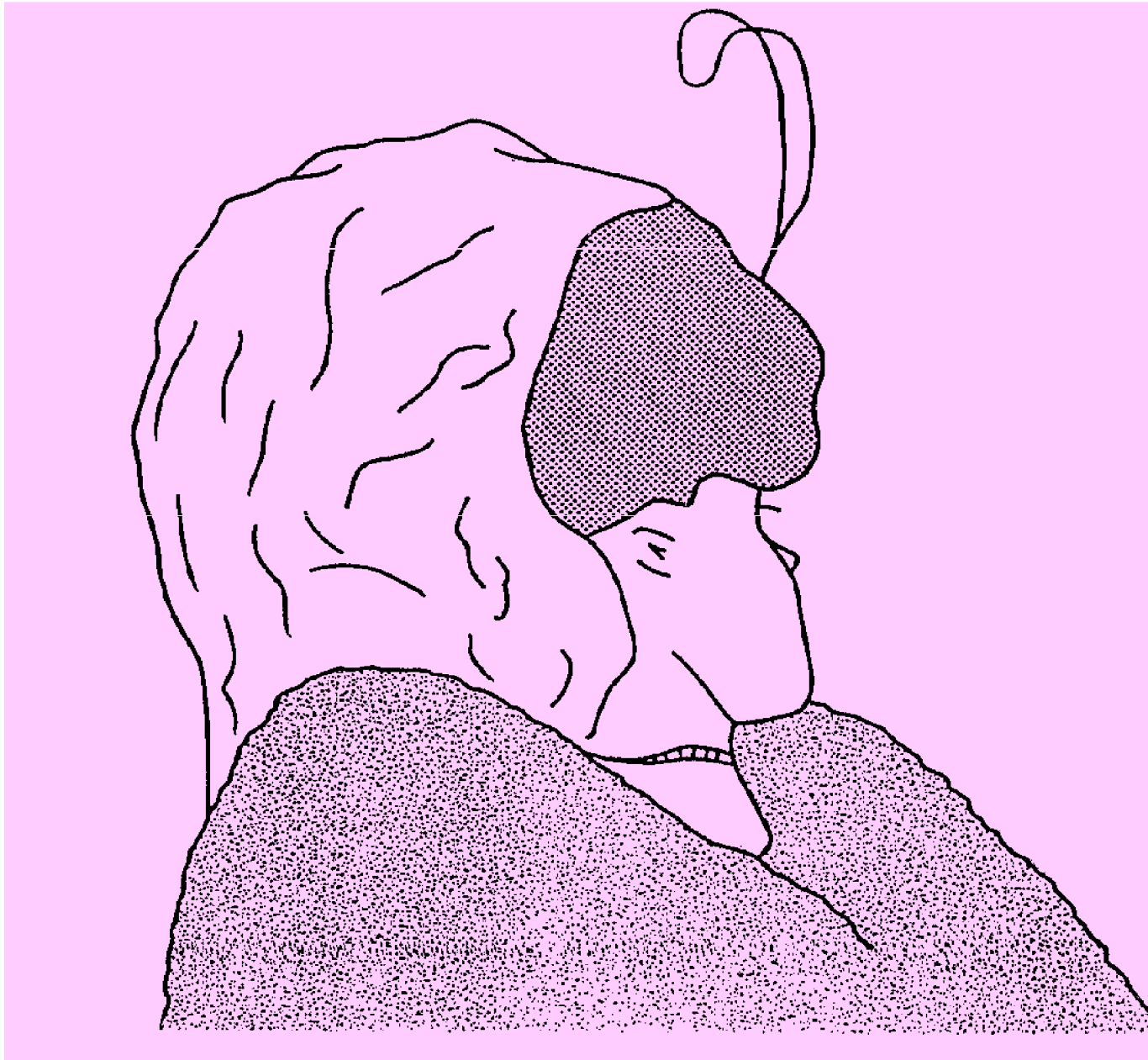
# Attitude Charting

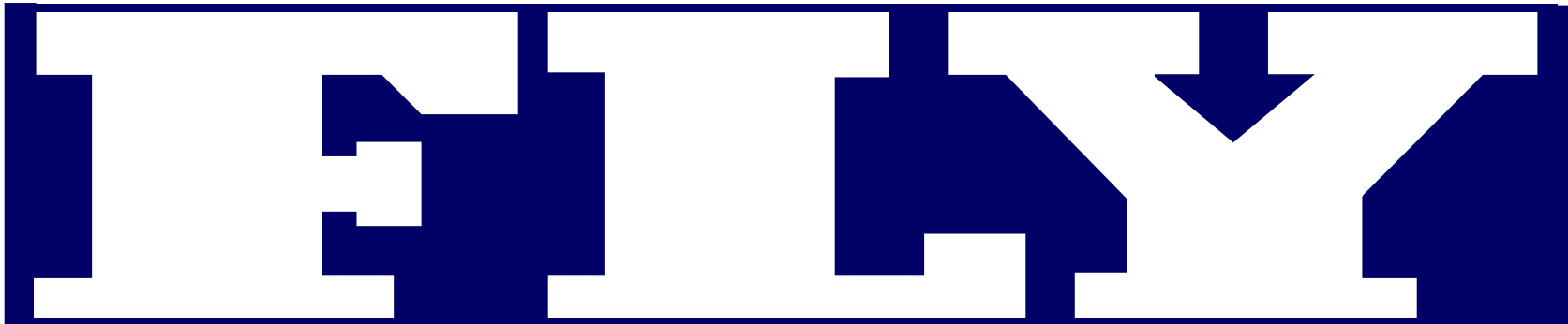


# Communication

is the  
process of creating  
understanding in  
the  
minds of others to  
promote action/  
response.

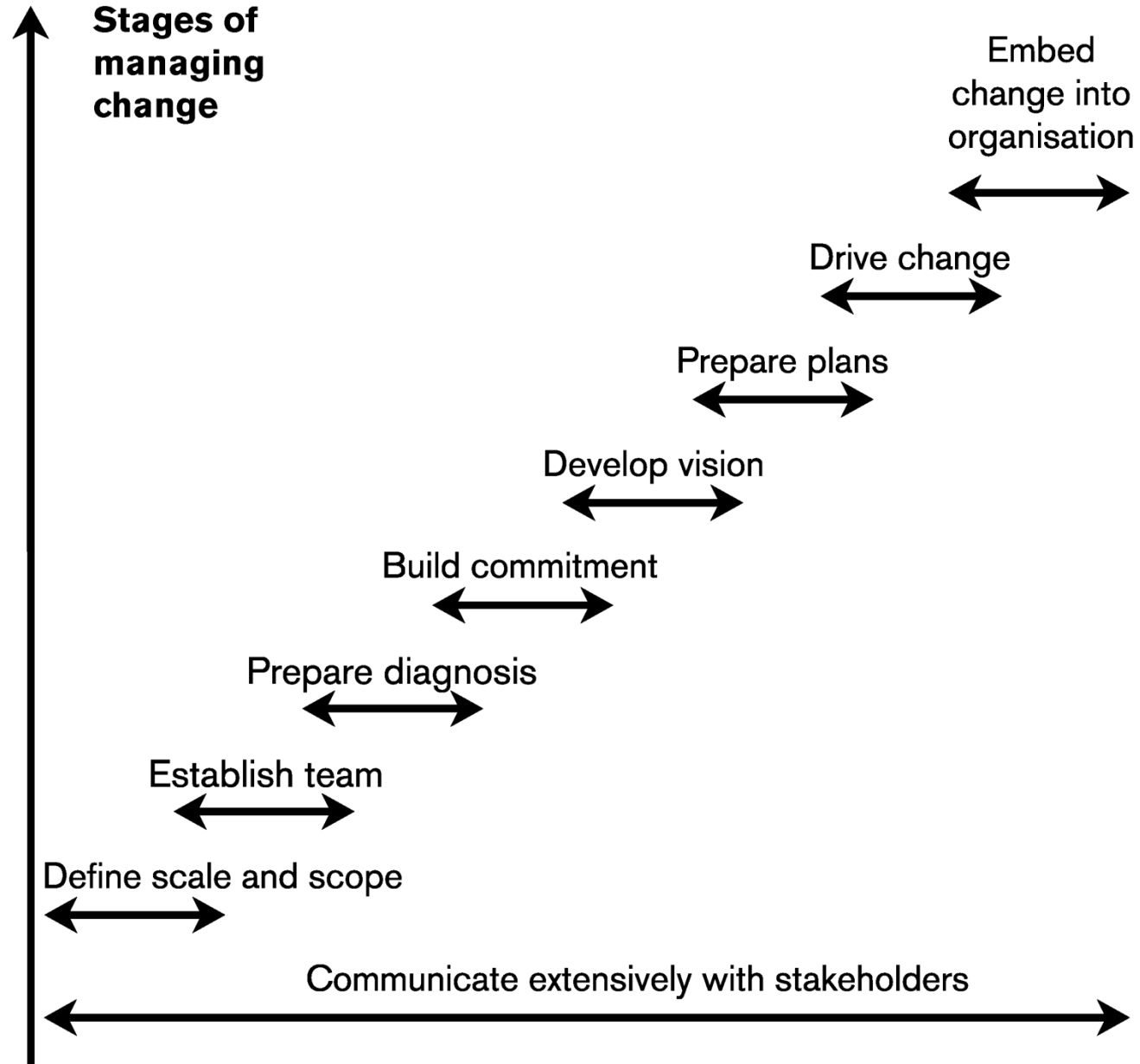








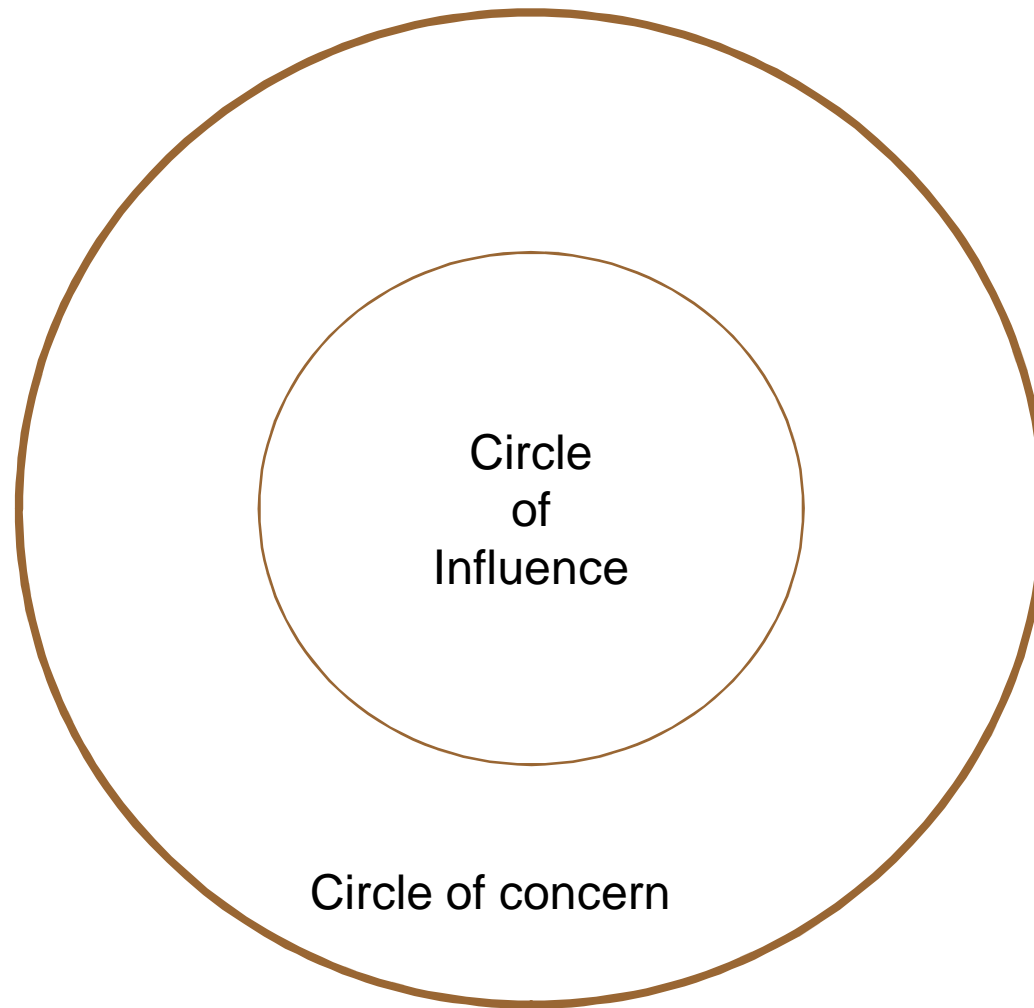
*Napoleon*



# Prepare diagnosis of the problem

- Issues to be investigated
- Team accountabilities
- Division of issues into manageable chunks
- Agreed timescale and process
- External information
- User information
- Other sources
- Internal information

# Focus your energy



# Stakeholder Analysis

Names	Strongly Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive

- Steps:**
1. Plot where individuals currently are with regard to desired change. (● = current)
  2. Plot where individuals need to be (O = desired) in order to successfully accomplish the desired change. Highlight gaps between current and desired
  3. Indicate how individuals are linked to each other, draw lines to indicate an influence link using an arrow to indicate who influences whom
  4. Plan action steps for closing gaps

## Example #2: Stakeholder Analysis

	Against	Moderately Against	Neutral	Moderately Supportive	Strongly Supportive
Chief of Surgery					●
Dr. Haverty					●
Dr. Cole				● →	○
CEO				●	
Chief of Staff		● →		○	
Medical Director					●
Chief of Medicine				●	
CFO			● →	○	
Asst. Med. Director		● →		○	
Chief Administrator			● →	○	
Dr. Barnes				●	
Chief of Nursing		● →		○	
Sharon Reams, RN				●	

# Influence Strategy

<b>Stakeholder</b>	<b>Issues/Concerns</b>	<b>Influence Strategy</b>

Strategy for building a coalition of key individual stakeholders

# Sponsor Alignment

## Typical Questions

- Describe the initiative in your own words. Why is it important to you?
- What is outside the scope of this initiative?
- What else is on your agenda - where does this project fit?
- Who are the key stakeholders and how do they view the initiative?
- What excites you most about this project? What concerns you most?
- What do you think will be our biggest challenge?
- Who should be on the core working team?
- What role do you see yourself playing? How involved do you want to be?
- What key decisions do you want to make or be involved in?

# Elevator Speech

**Elevator Speech**: This is a great exercise to help teams bring closure on the definition of their initiative. The name of the exercise references a limited time to clearly summarize the project definition.

- Imagine a chance meeting of a team member and a key stakeholder in an empty elevator with about 2 minutes to ride, or walking the hall.
- The key stakeholder says, “I heard you are working on the \_\_\_\_\_ initiative. What’s it all about?”
- Team members practice this “speech” so they can convey a very short, uniform message in a conversational manner

Well crafted elevator speeches should generally—though not rigidly—follow this four part formula:

- **Here’s what our project is about** (*set the hook*)
- **Here’s why it’s important** (*deliver the message*)
- **Here’s what success will look like** (*paint a picture of success*)
- **Here’s what we need from you** (*summarise and get what you need*)

# How do we get our message across?

## Influence

- **power to affect another**

## Persuasion

- **pulling someone around rather than pushing**

# Listening.....

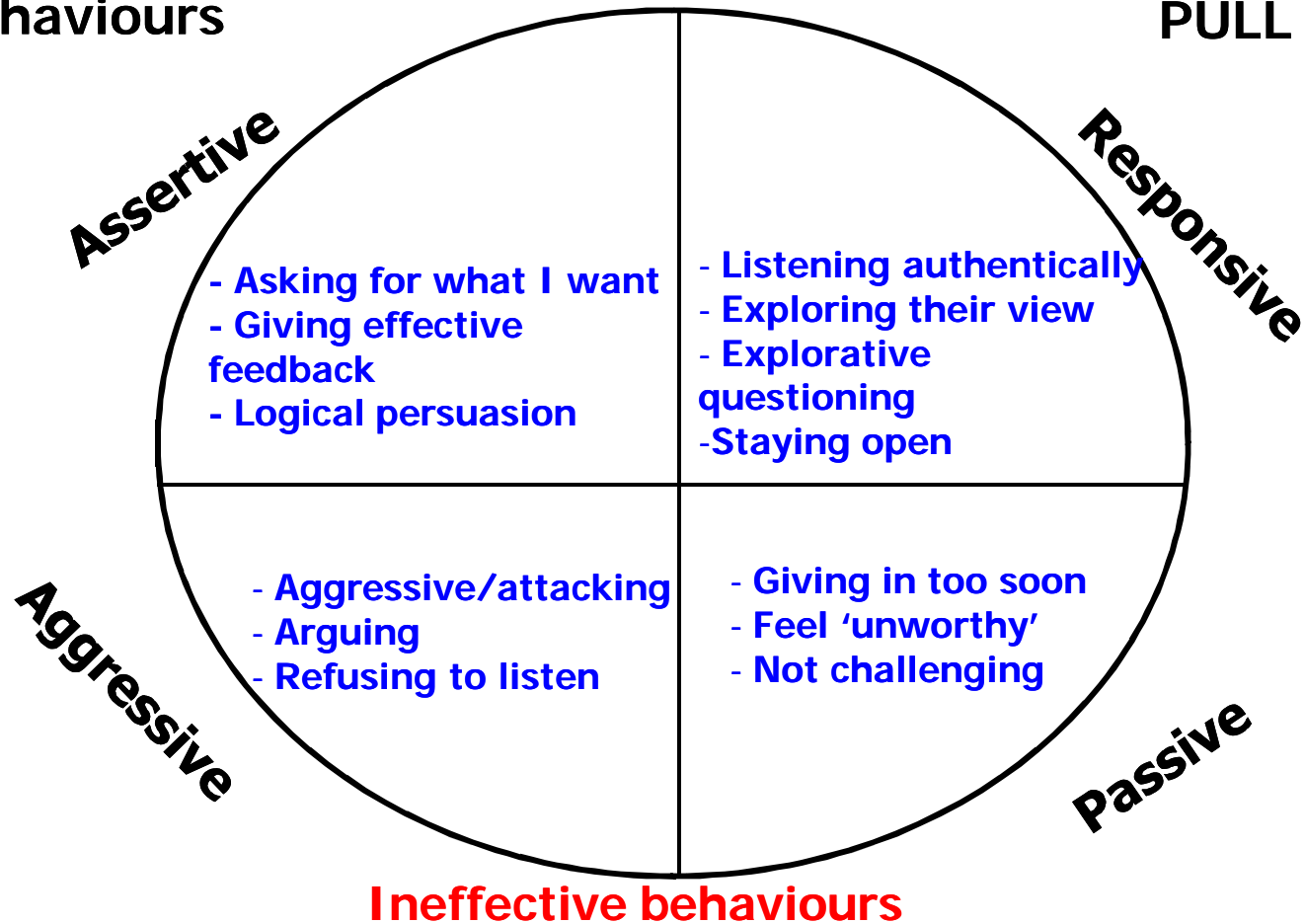
*“Next to physical survival, the greatest human need is psychological survival; to be understood, to be affirmed, to be validated, to be appreciated. When you **listen with empathy** to another person you give that person **psychological air**. And after that vital need is met, you can then focus on influencing or problem solving.”* Steven Covey 1991

# Wheel of Influence

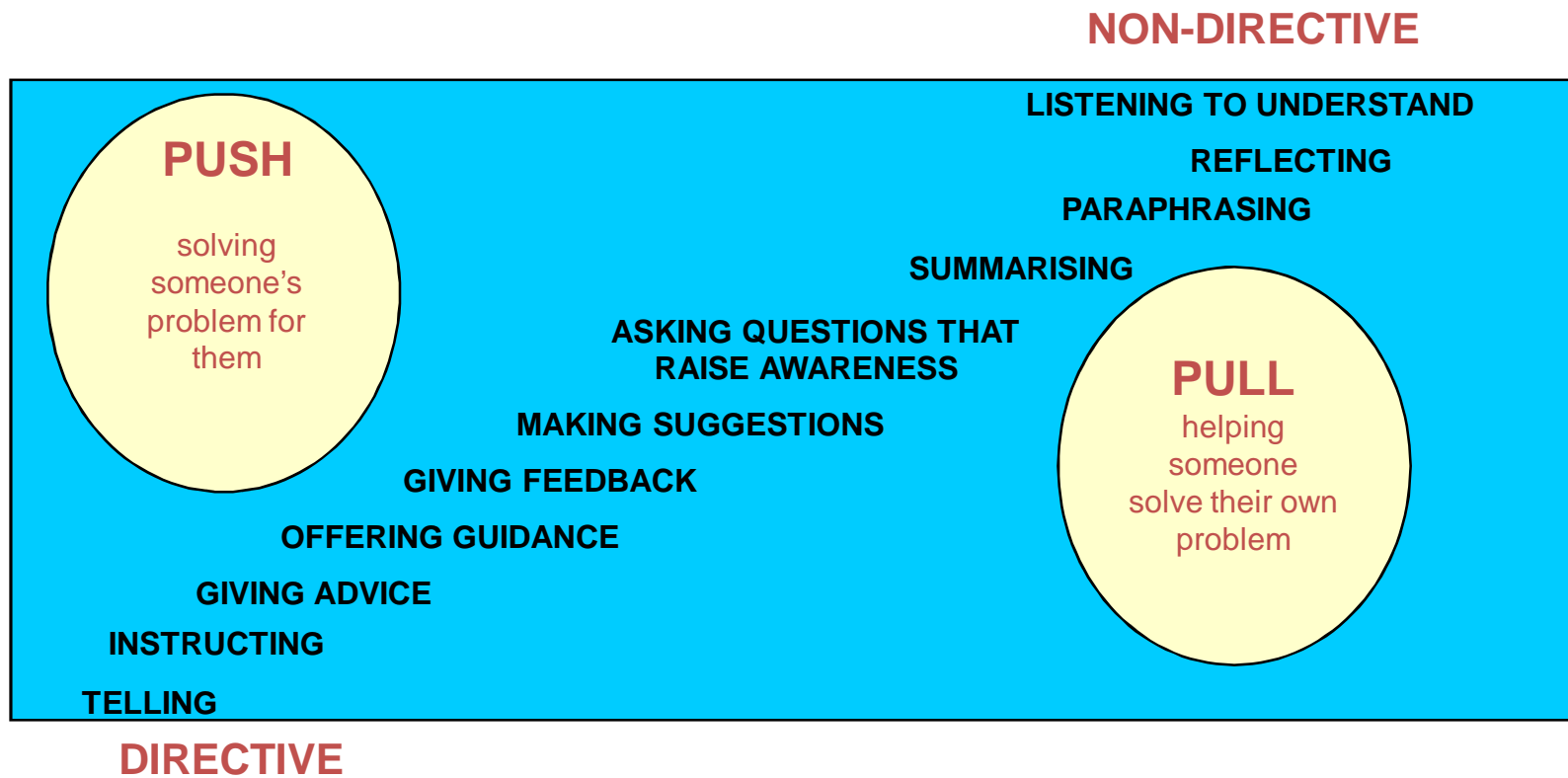
Effective behaviours

PUSH Behaviours

PULL Behaviours



# Influencing Model



# Quick Wins

- Successful pilot for new way of working
- New service up and running
- Marked improvement in quality in one area
- An old or disliked process or set of forms being scrapped
- New performance report that captures information about the new ways of working
- A new coffee machine!

# Support change implementation

- Offer training
- Adjust personal objectives and targets
- Appoint new staff
- Encourage consistency
- Hold celebrations
- Promote people who implement the change

# Incorporate change into culture

- Change visible representation of culture
- Change behavioural norms
- Change underlying beliefs

# The manager's role in change



**Foster  
collaboration**



**Celebrate  
accomplishments**

# CHANGE AGENT CHARACTERISTICS

- Peters - egotistical, disruptive, energetic, passionate, idealistic, pragmatic, cunning, impatient ...
- Bennis – risk taking, committed, challenging ...
- Covey – ethical, concerned about values and morals, seeking long-term goals without compromising human values, proactive, catalytic ...
- Kotter – unconventional, outsider ...
- *Or a 'Pick & Mix' – time for you to make your own list!*

# Skills of the change management Leader

- Be clear about key issues and flexible about detail
- Understand people's frustrations
- Manage the sponsor
- Expect to be criticised
- Allow time for reflection

# Summary of Key Points

- Managing change is an essential skill for managers
- Good management process and practices already embedded will help
- People who understand their organisational culture are in a strong position
- Change management is a combination of substance and process (hearts and minds). Change leaders need to listen to people and meet objections head on
- Change leaders must expect setbacks but maintain the momentum. Well managed change programmes have periods of confusion and complexity followed by periods of clarity and simplicity
- Change is demanding on leaders.

# BY THE WAY ...



- Hope is NOT a strategy!
- Arriving at choices in direction without planning ahead is NOT a strategy – but DOES create risks!!

Also.....

“Everyone has a plan until they get a punch in the face.”

Mike Tyson

# Change Management Resources

- It's Tough at the Top by Debra Allcock-Tyler - DSC
- Managing without Profit by Mike Hudson (3<sup>rd</sup> Edition) (this has a chapter in it on Managing Change) - DSC
- Leading Change by John Kotter
- Web sites – local CVS and VSC, NAVCA, NCVO, ACIVO< DSC
- Complete Guide to Business and Strategic Planning, Alan Lawrie – DSC
- The Drucker Foundation web-site (USA)

Thank you

