



Institute for  
Learning



# The Human Side of Change Management

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Organizational and Leadership Development

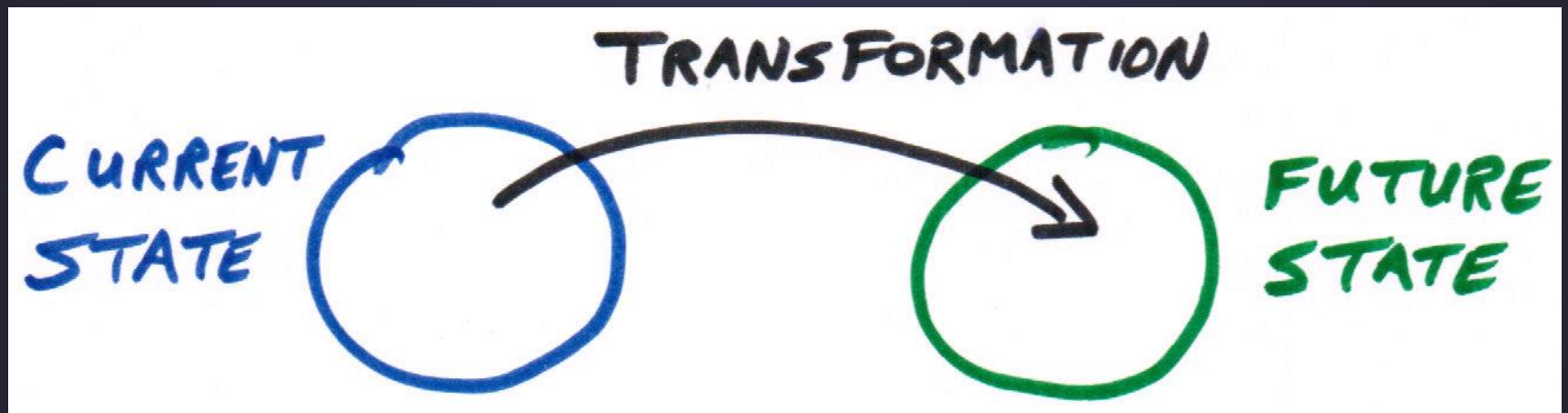
ARUP Laboratories

December 13, 2013

# Objectives

1. Identify John Kotter's 8 Steps for Change
2. Identify the four types of listeners for communicating change
3. Identify the four quadrants of the Strategic Communications Model for Change
4. Identify at least four ways that laboratory scientists serve as change agents.

Change: to make the form, content, or future state of something different. To transform or convert. To exchange for something else.





# Dr. John P. Kotter



# Kotter's 8 Steps for Change

Step 1: Create a sense of urgency

Step 2: Form a guiding team

Step 3: Get the vision right



*Performance Management at ARUP Laboratories is a means by which leadership inspires employee performance and development to facilitate alignment with company culture and goals. This will be accomplished through differentiation, rewarding the best performing employees, and incorporating ongoing communication and growth.*

# Kotter's 8 Steps for Change

Step 1: Create a sense of urgency

Step 2: Form a guiding team

Step 3: Get the vision right

Step 4: Communicating the vision



**Golden Rule:**  
**Do unto others as you would  
have them do unto you.**



**Platinum Rule:  
Treat others the way they  
want to be treated.**

<http://www.alessandra.com/abouttony/aboutpr.asp>











# The Platinum Rule

- Directors
- Socializers
- Thinkers
- Relators



# 20+ Change Management Mistakes

#8 “One of the biggest mistakes you can make in initiating major company changes is to expect that everyone’s reaction will be even remotely like yours.”



[www.torbenrick.eu](http://www.torbenrick.eu)

# Kotter's 8 Steps for Change

Step 5: Empowering others to act on the vision

“Stop trying to convince people – there is no perfect argument that will win people over if they don’t want to change. Understand that an emotional reaction to change in people is required if you wish to succeed.”



(<http://dancingonhotcoals.wordpress.com/2013/02/08/building-organisational-change-man...>)

# Kotter's 8 Steps for Change

Step 5: Empowering others to act on the vision

Step 6: Planning for and creating short-term wins

Step 7: Don't let up

Step 8: Make it stick

# Kotter's 8 Steps for Change

Step 5: Empowering others to act on the vision

Step 6: Planning for and creating short-term wins

Step 7: Don't let up

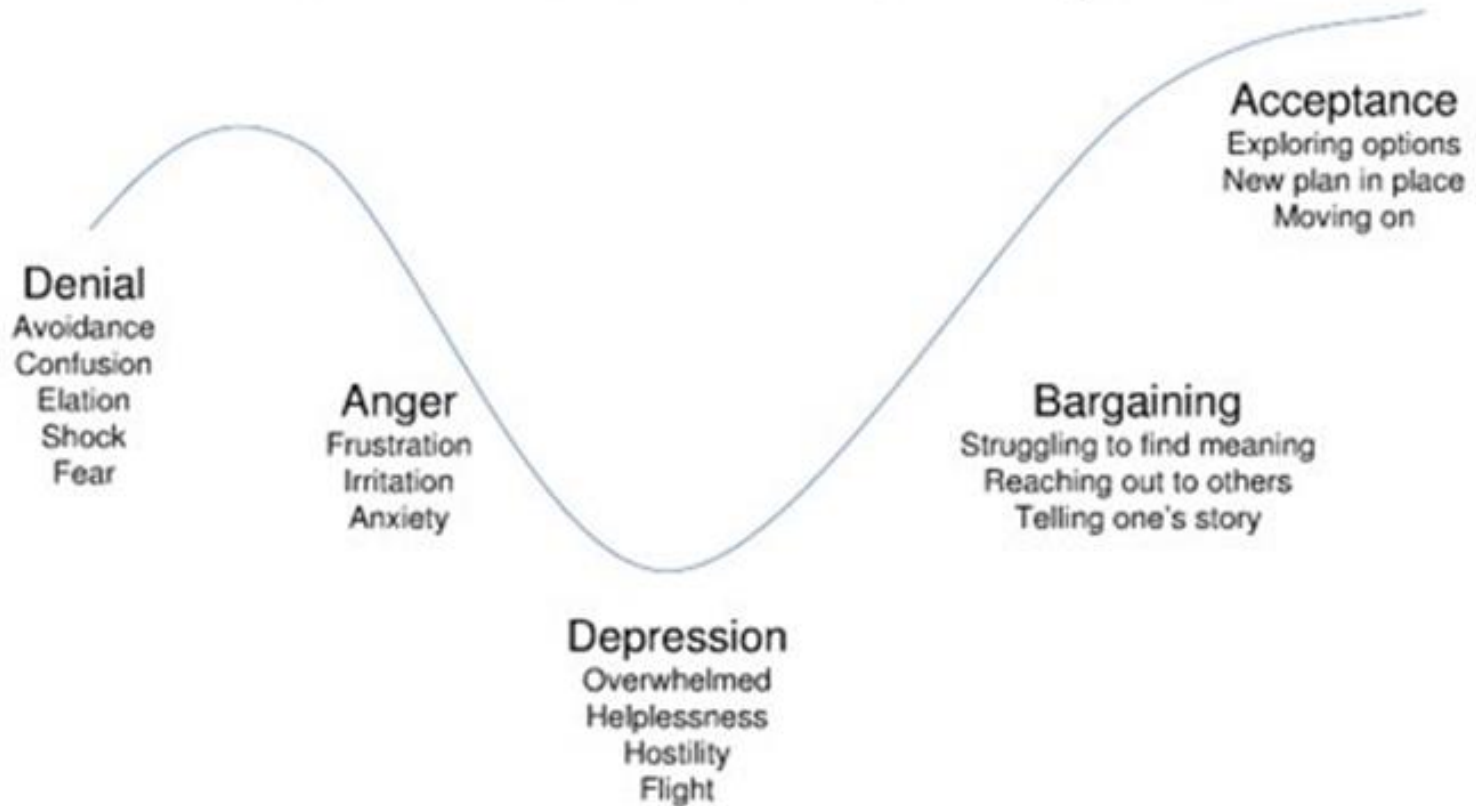
Step 8: Make it stick



“The term ‘change management’ is actually hard work, a mixture of mediation, coaching, counseling, training, communication, and acceptance navigation over an often-significant period of time.”

(<http://www.debbest.com/2013/02/24/change-management-is-pain-managment-in-busines...>)

# Kübler-Ross Grief Cycle



Information and  
Communication

Emotional Support

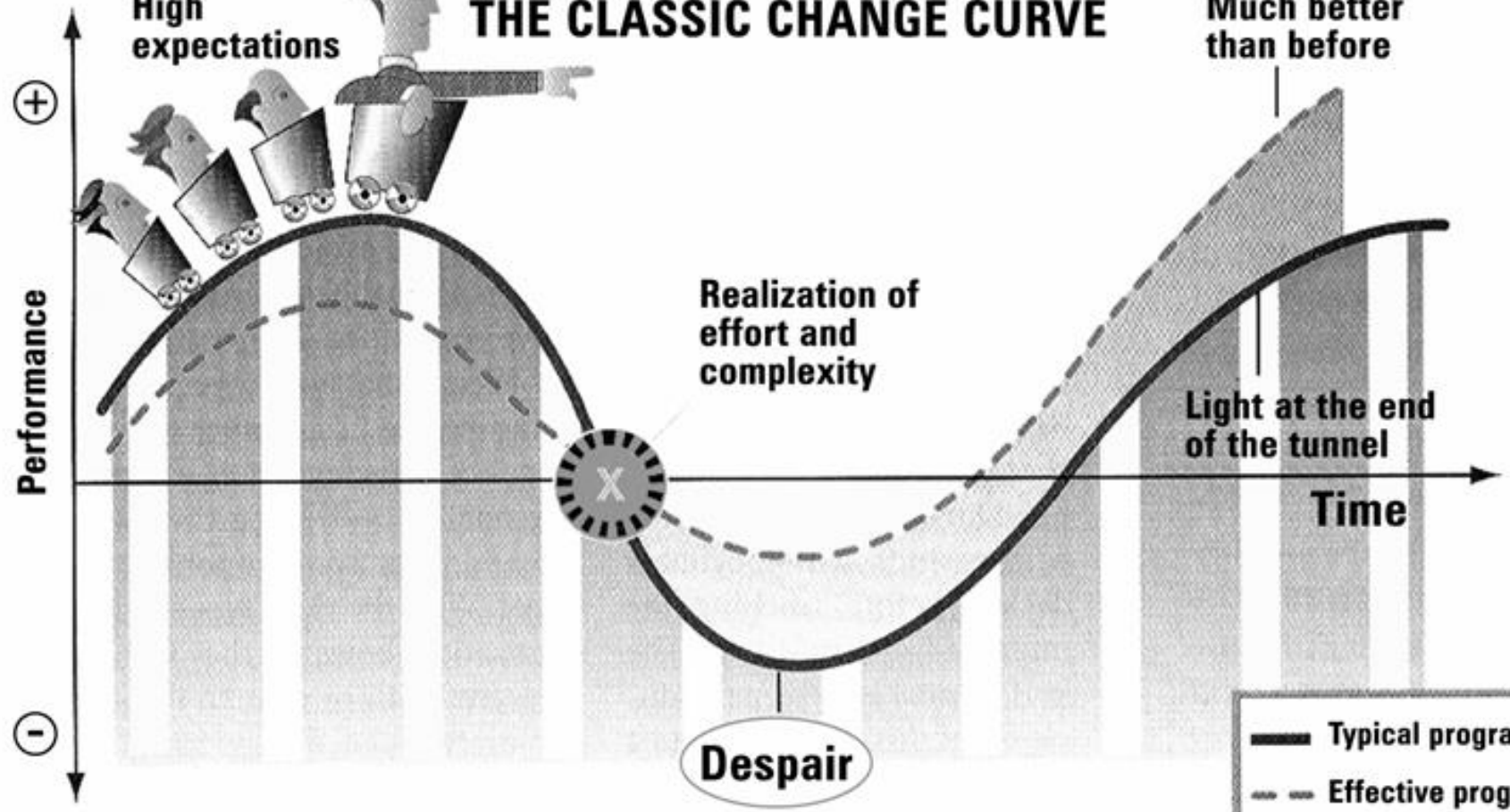
Guidance and  
Direction



High expectations

# THE CLASSIC CHANGE CURVE

Much better than before

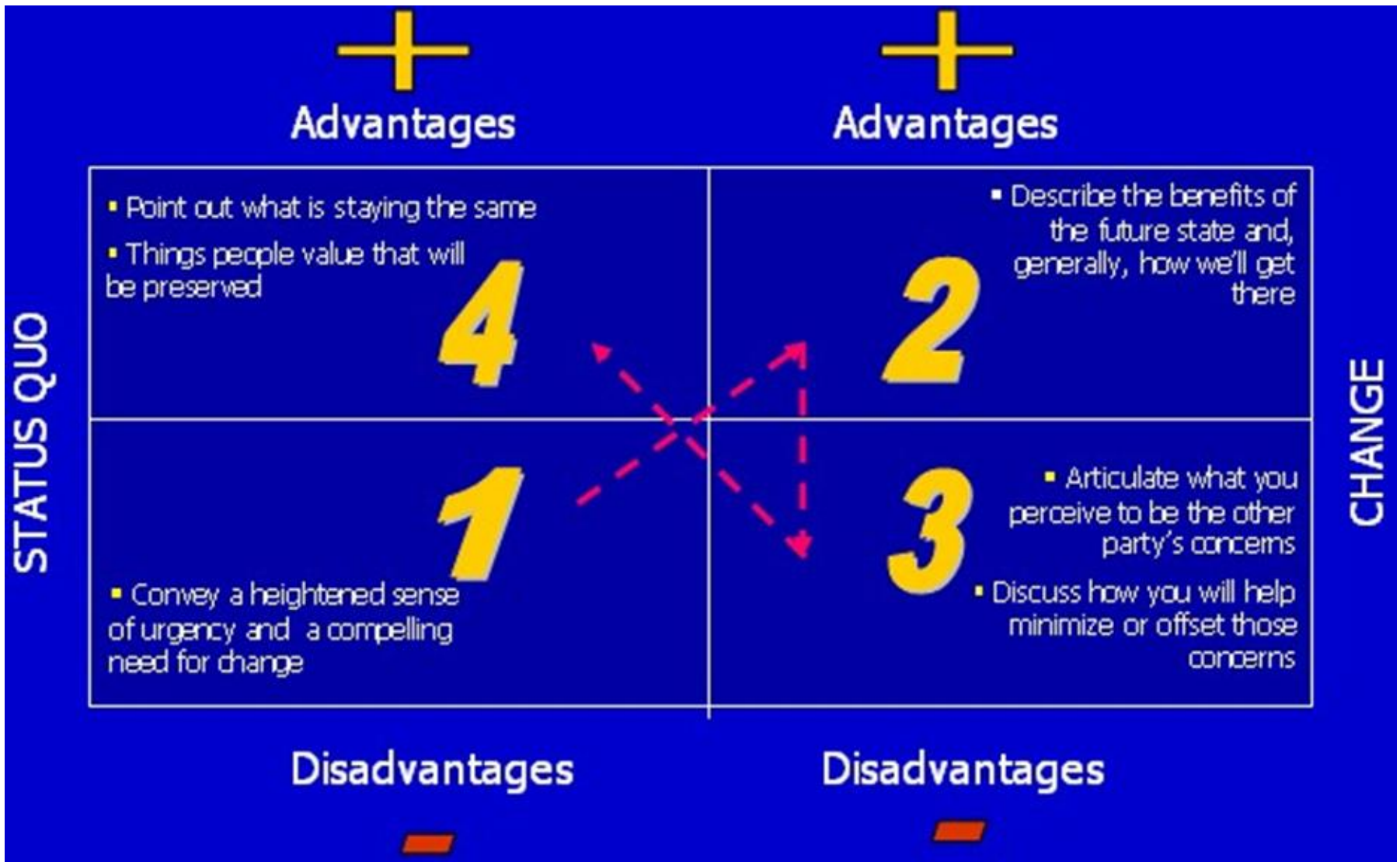


Realization of effort and complexity

Light at the end of the tunnel

Despair

- Typical program
- - - Effective program



Robert Harris Resources, Inc.



*Technical*  
side of the  
project



*People*  
side of the  
project

© Prosci, Inc.

# 50 Reasons Not To Change



We're doing OK as it is.

It won't work in this department.

This is just a fad.

It's too complicated.

Copyright 2004 by Randy Glasbergen.  
www.glasbergen.com



**“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”**

# Coaching Managers Through Change

- What are **your** thoughts about this change?
- How do you think **your** employees will react?
- What questions do **you** have about this change?
- What previous experiences have **you** had dealing with change?
- What challenges do **you** anticipate?



*Complacency:*  
allows people to keep acting the same way.

## Resistance

If it's not broken, don't fix it.

Why mess with success?

Don't rock the boat.

## Response

What will be lost by not trying something?

How would you describe long-term success in this situation?

Are you suggesting we do nothing?



## *Resignation:*

justifies resistance because of an inability to change history and the blaming of oneself or the organization.

### Resistance

My position doesn't give me any power.

I don't have the skills and background.

Our group is never included in the big decision.

### Response

How can your actions bring about success?

What training do you need to have an impact?

Your greatest impact comes from dealing with the results of a decision. What ideas do you have?





## *Cynicism:*

is a result of jaded negativity from historical failures, which are blamed on other people or groups.

### Resistance


Who are they kidding?

We tried this before and it didn't work.

### Response

How do you think we can achieve success?

When did you try it before? What's changed since then?

A black and white portrait of Winston Churchill, wearing a dark suit, a white shirt, and a dark bow tie with white polka dots. He is looking directly at the camera with a slight smile. The background is dark and out of focus.

A pessimist sees the difficulty  
in every opportunity;  
an optimist sees the opportunity  
in every difficulty.

Winston Churchill

# *Analytical vs. Innovative Thinking*

## Analytical

Focus on the right answer

Eliminate uncertainties

One best way



## Innovative

Focus on the right question

Embrace uncertainties

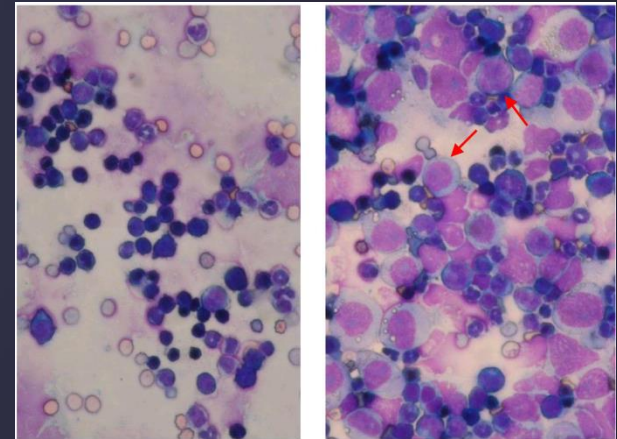
No presumed best way





project: 007  
**Secret Agent**

# CLINICAL TRANSFORMATION





# Coaching Managers Through Change

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