The Human Side of Change Management

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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
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-management-in-business...)
Kübler-Ross Grief Cycle

Denial
- Avoidance
- Confusion
- Elation
- Shock
- Fear

Anger
- Frustration
- Irritation
- Anxiety

Depression
- Overwhelmed
- Helplessness
- Hostility
- Flight

Bargaining
- Struggling to find meaning
- Reaching out to others
- Telling one’s story

Acceptance
- Exploring options
- New plan in place
- Moving on

Information and Communication

Emotional Support

Guidance and Direction
THE CLASSIC CHANGE CURVE

High expectations

Much better than before

Realization of effort and complexity

Light at the end of the tunnel

Despair

Typical program

Effective program

Performance

Time
Robert Harris Resources, Inc.
Technical side of the project

Current state

Transition state

Future state

People side of the project

Change management

© Prosci, Inc.
It's too complicated.

This is just a fad.

We're doing OK as it is.

It won't work in this department.

It's too complicated.
"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.

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**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.

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**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 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
Coaching Managers Through Change

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Analytical vs. Innovative Thinking

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Focus on the right answer
Eliminate uncertainties
One best way

Innovative
Focus on the right question
Embrace uncertainties
No presumed best way
CHANGE IS GOOD.
you go first!