Leading Others Through Change
A Three-Phase Model for Success

Presented by Diana Durek

Course Objectives
This session will increase your ability to:

• Understand why change initiatives fail and how to ensure their success.
• Implement a framework to actively lead change efforts.
• Plan for the success of future change through close evaluation of the current initiative.
What are Your Views About Change?

What comes to mind when you hear the word “change?”

Why Does Change Fail?

• Change fails more often than it succeeds.
  – Kotter: change fails “more than 70 percent” of the time.
• Important to explore why.
What Causes Change Efforts to Fail?

- Need for change is unclear
- Complacency overcomes urgency
- Resistance is unexpected and mismanaged
- Communication is limited
- Lack of commitment throughout the organization
- Lack of accurate and comprehensive information

What Helps Change Efforts to Succeed?

- Clear vision
- Leadership support and involvement
- Employee contribution and buy-in
- Accountability
- Alignment with organizational goals/values
- Excellent communication
ACT to Lead Others Through Change

Activate the Change
- Clarify and align the vision and goals
- Determine readiness
- Establish a sense of urgency
- Establish a communication plan

Create a Plan
- Gather and analyze data
- Plan to manage resistance
- Involve and engage others

Transition the Change
- Design the implementation
- Institutionalize the changes
- Evaluate the effort
Clarify and Align the Vision and Goals

Clear vision helps employees:
• Appreciate purpose and advantages
• View the end state
• Be supportive of the ultimate goal

Communicating the Vision and Goals

<table>
<thead>
<tr>
<th>Example Tactics</th>
<th>How to Implement the Tactic in My Organization</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Develop a compelling story that focuses on why—why now, and what’s next.</td>
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<tr>
<td>• Use metaphors and analogies to depict the future state of the organization.</td>
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<tr>
<td>• Create a common set of key messages that can be built into other communication.</td>
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<tr>
<td>• Find ways to link the vision to day-to-day business activities and decisions.</td>
<td></td>
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<tr>
<td>• Use a variety of people throughout the organization to share the vision.</td>
<td></td>
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<tr>
<td>• Demonstrate how the vision relates to each person and each group.</td>
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</tbody>
</table>
Determine Readiness

- Take organizational temperature.
- Identify hurdles to success.
- Talk to people at all levels.
- Expect pushback.

Assess Your Organization’s Readiness (Communication Example)

Employees are positive. 1 2 3 4
Employees are innovative and adaptable. 1 2 3 4
Employees are highly engaged. 1 2 3 4
Employees are accountable for their work. 1 2 3 4
Employees are competent and knowledgeable. 1 2 3 4
The culture is stable. 1 2 3 4
The organization has a history of successful change. 1 2 3 4
Establish a Sense of Urgency

• How do you spark urgency?
  – Heighten energy and motivation
  – Reduce fear, anger, or complacency

Create a Communication Plan

• Good communication is important to:
  – Expand individuals’ ownership
  – Hasten the change process
  – Build a critical mass of support
  – Increase the number of those who support the change
Create a Communication Plan (cont.)

- Communication should be both giving information and gathering information.
- To deliver, utilize:
  - Email, meetings, communiques, announcements, newsletters, supervisory conversations, etc.
- To gather, utilize:
  - Focus groups, questionnaires, evaluations, suggestion meetings, one-on-one discussions, social media, open forums.

Communication Checklist

- Provide information about the change early and often.
- Celebrate resistance as a source of insight.
- Communicate the preferred future vision.
- Ask questions and listen.
- Be careful of what you promise; things change.
- Be honest about the reasons for change.
- Get comfortable with transparency—be open and honest.
- Acknowledge potential losses.
- Explain what will not change as well as what will change.
- Model the behavior you expect.
- Be sure to share the WIIFM (What’s In It For Me) aspect. Ensure people know how they will benefit.
- Prepare the system for change and communicate how you are doing so.
- Be sure everyone is clear about why the change is taking place.
- Reinforce progress by publicizing success.
**ACT to Lead Through Change**

- Gather and analyze data
- Plan to manage resistance
- Involve and engage others

**Create a Plan**

**Be Clear About Why You Need Data**

- Data can help you:
  - Provide content for or clarify vision
  - Identify lessons learned
  - Determine support level
  - Clarify those affected and to what degree
  - Estimate resources
  - Assess strategic gap
  - Identify success rates of other organizations
  - Uncover threats and opportunities
  - Identify creative ideas
Know How to Collect Data

- Collect data through:
  - Interviews
  - Focus groups
  - Surveys and questionnaires
  - Observation
  - Existing data reviews
  - SWOT analysis
  - Gathering benchmarks from other organizations

Exploring the Reality of Resistance

- Pull up Kanter’s blog by going to: blogs.hbr.org/kanter/2012/09/ten-reasons-people-resist-chang.htm
The Emotional Brain

Reflect on Resistance You Expect

• Reflect on what aspects of resistance will be most critical for your organization and the changes you will face.
  – Is it based more on emotions, information, or personal perspective?
  – What do employees need? More facts, explanation, involvement, reassurance, etc.?
  – Once you’ve identified the cause of resistance, what approach will you consider using to minimize it?
Involve, Engage, and Motivate Others

• Involve as Many as Possible.
• Develop Teams.
• Engage and Motivate Everyone Involved.

Indicators of Successfully Involving, Engaging, and Motivating Others

• Suggestions and input requested from all
• Everyone involved that should be
• Reasons for change is understood
• Employees know what to learn and how to prepare
• Management is assisting alignment
• Naysayers are speaking up
• Teams are producing results
ACT to Lead Through Change

• Design the implementation
• Institutionalize changes
• Evaluate the effort

Transition the Change

Design the Implementation

• Review current information.
• Create a roadmap to complete key steps.
• Ensure the plan will be successful.
• Prepare people for the change.
• Refine the communication plan.
• Recognize and celebrate success.
Organize Your Plan with a RACI Chart

**R**—**Responsible**
- Ensures process works as planned

**A**—**Accountable**
- Completes the activity, step, or process and approves work provided by person who is responsible

**C**—**Consult**
- Signs off major decisions

**I**—**Inform**
- Individual(s) who need to be informed but not consulted

Example of a Simplified RACI Chart

<table>
<thead>
<tr>
<th>Activity</th>
<th>Mason</th>
<th>Thad</th>
<th>Katrina</th>
<th>Liam</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conduct risk analysis for division design.</td>
<td>R/A</td>
<td>C</td>
<td>I</td>
<td>C</td>
</tr>
<tr>
<td>Finalize organizational construct.</td>
<td>A</td>
<td>R</td>
<td>I</td>
<td>I</td>
</tr>
<tr>
<td>Define developmental requirements.</td>
<td>A</td>
<td>C</td>
<td>C</td>
<td>R</td>
</tr>
<tr>
<td>Interview department heads for assignments.</td>
<td>C</td>
<td>A</td>
<td>I</td>
<td>R</td>
</tr>
<tr>
<td>Develop new job descriptions.</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>Compile/revise Career Development Handbook.</td>
<td>I</td>
<td>A</td>
<td>R</td>
<td>C</td>
</tr>
<tr>
<td>Integrate organizational chart in Talent Management Plan.</td>
<td>I</td>
<td>I</td>
<td>A</td>
<td>R</td>
</tr>
</tbody>
</table>
Institutionalize the Changes

• Change needs to stick and become a lasting part of the culture.
• Change needs constant attention.

Find Roots for Your Change Implementation

• Brainstorm ideas about how to ensure a change effort continues to “take root.”
Evaluate the Effort

• Evaluate the impact.
  – Did we do what we said we wanted to do?
• Evaluate the process.
  – How well did we do what we did?
• Evaluate the leader.
  – How well did the leader perform?

Thank You!

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