

# Reducing Uncertainty During Change

Presented by: Rick Lepsinger, President



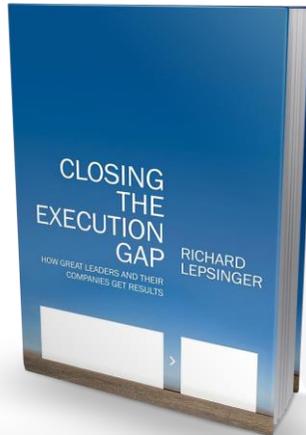
WELCOME TO

## Reducing Uncertainty During Change

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# Closing the Execution Gap



## What We Wanted to Know

- What does it takes to introduce and manage change effectively?
- What top-performing companies do well and where others fall short
- What behaviors and actions have the greatest impact on reducing resistance and uncertainty?

## Failure to Manage Change

- 70% of change initiatives fail
- That statistic has not changed since 1995

**Kodak**



**BlackBerry**

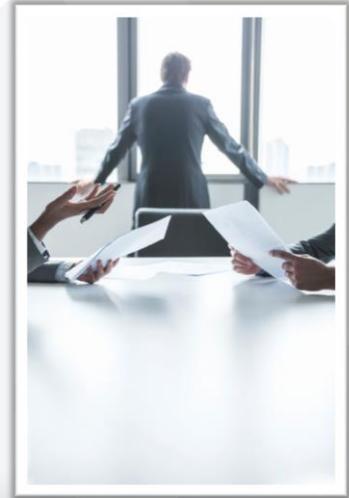
## Leaders Still Get Poor Grades

Only **46% of the 655** people we surveyed believe that their companies have good track records of introducing and managing change.



## Leaders Still Get Poor Grades

What's more, **43% lack confidence** that current organizational changes will be implemented effectively.



## Polling Question

What Makes Change Difficult to Manage?

- A. An entrenched workforce does not recognize the necessity of change
- B. Employees generally fear change and prefer to maintain the status quo
- C. Changes are happening too quickly to be easily accommodated by employees

## People Are Not the Problem

- **85%** believe that their organizations must continue to change to grow and win in their respective industries
- **75%** are comfortable with change

## People Are Not the Problem

- **83%** believe a person can overcome his or her fears and get excited about change
- **41%** believe that the pace of change in their organizations is “just right” and 36% believe the pace is too slow

## It Takes More Than a “Burning Platform”

It's not enough to make the business case

## Sources of Uncertainty

### Five Critical Questions

1. Why is this change necessary?
2. How will we manage the transition?
3. Where are we in the process?
4. What will I be expected to do?
5. Will I be able to do it?

## It Comes Down to Common Sense

- Identify obstacles to implementation and actions to address those obstacles
- Ensure adequate resources are available
- Be realistic about what can be accomplished in the time available



## It Comes Down to Common Sense

- Provide frequent updates and honest information
- Provide employees an opportunity to express their opinions
- Align performance management systems to the change



## What Will I Be Expected to Do?

- Translate goals into behavior – focus on “how,” not just “what”
- If you can’t name the behavior you are less likely to get the intended result



## Goals

- Focus on higher-margin products
- Improve collaboration with our strategic partner



## Behavior

- Make 20 sales calls per month looking for needs related to higher-margin products
- Set up weekly conference calls to check on progress per our strategic partnership plan



## What We Can Learn From Changing Addictive Behavior

- Successful change is strongly correlated with the readiness to change, not desire or motivation
- People don't leap from not being ready to being ready. They progress through five levels of readiness

# What We Can Learn From Changing Addictive Behavior

- Specific strategies can be used to facilitate the shift from one level of readiness to the next but they must be used at the right time
- Change is not a linear process. People tend to “recycle” through the levels several times before a new behavior becomes a habit

## Change Ready Levels

Level	Description	Evidence	Commitment
<b>1. Zero Intent</b>	No intent to change behavior	No sign of the behavior	None
<b>2. Contemplating Change</b>	Considers using the behavior, but have not decided to yet	No use of behavior, but less open resistance	Low to none
<b>3. Planning and Preparation</b>	Getting ready, preparing, planning to change behavior	Thinking about it, talking about “how to” with others	Present, but not visible
<b>4. Visible Action</b>	Demonstrates the behavior, but not consistently	Observed use of behaviors, but variable and can slip back	High, but can waver
<b>5 Habit</b>	Behavior is now second nature	Consistent use of behaviors	Resolved and permanent

## The Impact of Leader Behavior

A reflective and empathetic style, rather than an authoritative one, seems to be the most effective approach when we want to change someone's behavior



## The Importance of Change-Talk

- Change-Talk is employee statements that represent positive reasons for supporting the behavior change
- Helps both assess and increase readiness



## The Importance of Change-Talk

- The more the Change-Talk, the more the employee seriously thinks about changing
- Should be reinforced whenever possible



## Importance and Confidence

- Ask, “How important do you think making this change is, on a scale from 1-10?”
- Respond by asking, “Why is it not lower?”



# Importance and Confidence

- Ask, “How confident are you in your ability to make this change, on a scale from 1-10?”
- Respond by asking, “Why is it not higher?” and then build confidence

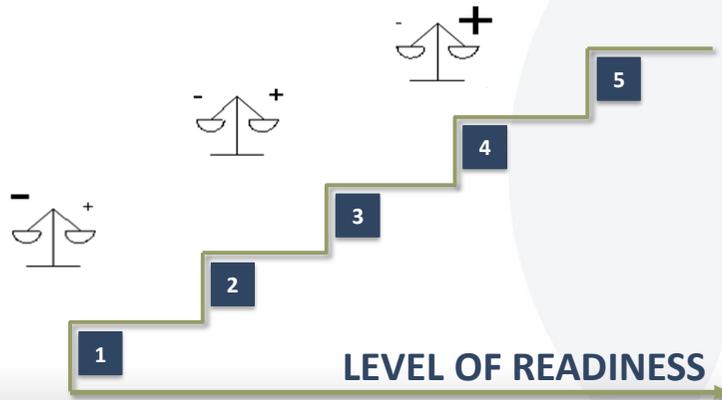


# Conduct a Pro/Con Analysis

Staying the Same		Changing	
Advantages	Disadvantages	Advantages	Disadvantages

# Conduct a Pro/Con Analysis

How the Pro/Con analysis changes throughout different levels of readiness



# Reinforcing Change-Talk

- Press for specifics:
  - “Say more about that”
  - “What do you mean by that?”
  - “Can you give an example?”
- Reinforce positive change statements
  - Agree with insights and appropriate comments that support the change



# Increase Readiness



## Logic and Facts

### Provide Knowledge and Feedback

- Provide the individual/team with information about the impact of using and not using the behavior.
- Provide feedback and increase their awareness of the personal use of, or lack of use of, the targeted behaviors.
- Use facts, data, and other people's input to help increase their desire to change. (Level 1-2)

# Logic and Facts

## Explore Alternatives and Options

- Help the individual/team realize that there are different ways to handle the situation.
- Expand their understanding of their options and choices (different ways to engage in the targeted behaviors) in these situations. (Levels 1-2, 2-3, 3-4)



# Polling Question

Select a hands-on tool/action that is best aligned with the strategy of Logic and Facts:

- a) Provide individual/team with 360-degree feedback related to the targeted behaviors
- b) Constantly stress the importance of change
- c) Discuss the individual/team's most important values and compare to the targeted behavior

# Emotion and Values

## Leverage Emotional Energy

- Leverage any strong emotions the individual or team may have to help them increase their desire to change.
- Help them think deeply about the consequences of not changing.
- Use any sense of distress they may have about the situation to increase their motivation to act differently. (Levels 2-3)

# Emotion and Values

## Compare to Self-Image

- Help the individual/team to think about how the targeted behavior fits into their desired self-image.
- Ask them, “How do you want others to see you, or how do you want to see yourself?” and ask how the behavior fits into that picture. (Level 2-3)



## Polling Question

Select a hands-on tool/action that is best aligned with the strategy Emotion and Values:

- a) Have the individual/team observe and talk to others who already use the targeted behaviors
- b) Help the individual/team see how the absence of the targeted behavior hurts others personally
- c) Identify milestones for targeted behavior change and institute an award for achieving each milestone

## Call to Action

### Ask for Commitment (to Change Behavior)

- Ask the individual/team to make a commitment to change.
- Ask them to just do it! (Level 3-4, 4-5)



## Polling Question

Select a hands-on tool/action that is best aligned with the strategy of Call to Action:

- a) Whenever you see individual/team retreat to old behavior, bring it to their attention
- b) Discuss the pros and cons of changing, in terms of individual/team self-image
- c) Have the individual/team set and make a commitment to dates and time frames for using the new behavior

## Reinforce and Support

### Administer Rewards

- Provide positive reinforcement for desired behaviors.
- Ask others to reward themselves after engaging in the targeted behaviors. (Level 4-5)

### Restructure the Environment

- Change elements of the environment so that there are reminders, supporters, and reinforcers for making the new, targeted behavior a habit. (Level 4-5)

# Reinforce and Support

## Enlist Helpers

- Help the individual/team seek the assistance of others to help them permanently change their behavior.
- Note that while helpers can be used in any stage of the behavior change process, they are the most important in the later levels, because there is the greatest risk of relapse at this stage. (Level 4-5)



# Polling Question

Select a hands-on tool/action that is best aligned with the strategy of Reinforcement and Support:

- a) Identify environmental obstacles to task performance and remove them
- b) Verbally recognize and reinforce visible demonstrations of the targeted behaviors
- c) Have the individual/team rehearse new behaviors with the manager or peer

## Behaviors of Effective Change Managers

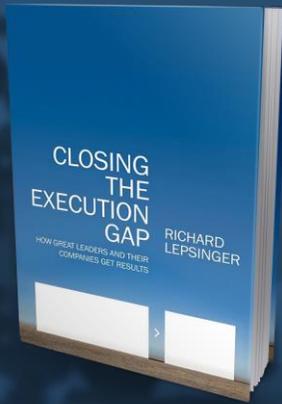
- Behaving in a way that is consistent with the change
- Doing what you say you will do related to the change
- Providing accurate and honest information about the change



## Behaviors of Effective Change Managers

- Being aligned with other managers around the need for change
- Ensuring the timing of the change is realistic





**Thank you!**  
**If you have any questions**  
**feel free to let us know.**

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