

Leading Change Workshop

(Sample Content)



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Workshop Learning Outcomes

- Define key success factors and critical leadership roles for implementing effective organization change.
- Assess how a planned change affects a key stakeholder & develop an action strategy for engaging that stakeholder.
- Identify common change related transition phases and apply techniques for facilitating oneself and others through these phases.
- Practice techniques for managing “resistance” and building commitment to change.
- Generate key messages to convey about a selected planned change and practice effective change communication skills.
- Develop action plans for leveraging your “sphere of influence” within the context of change implementation.

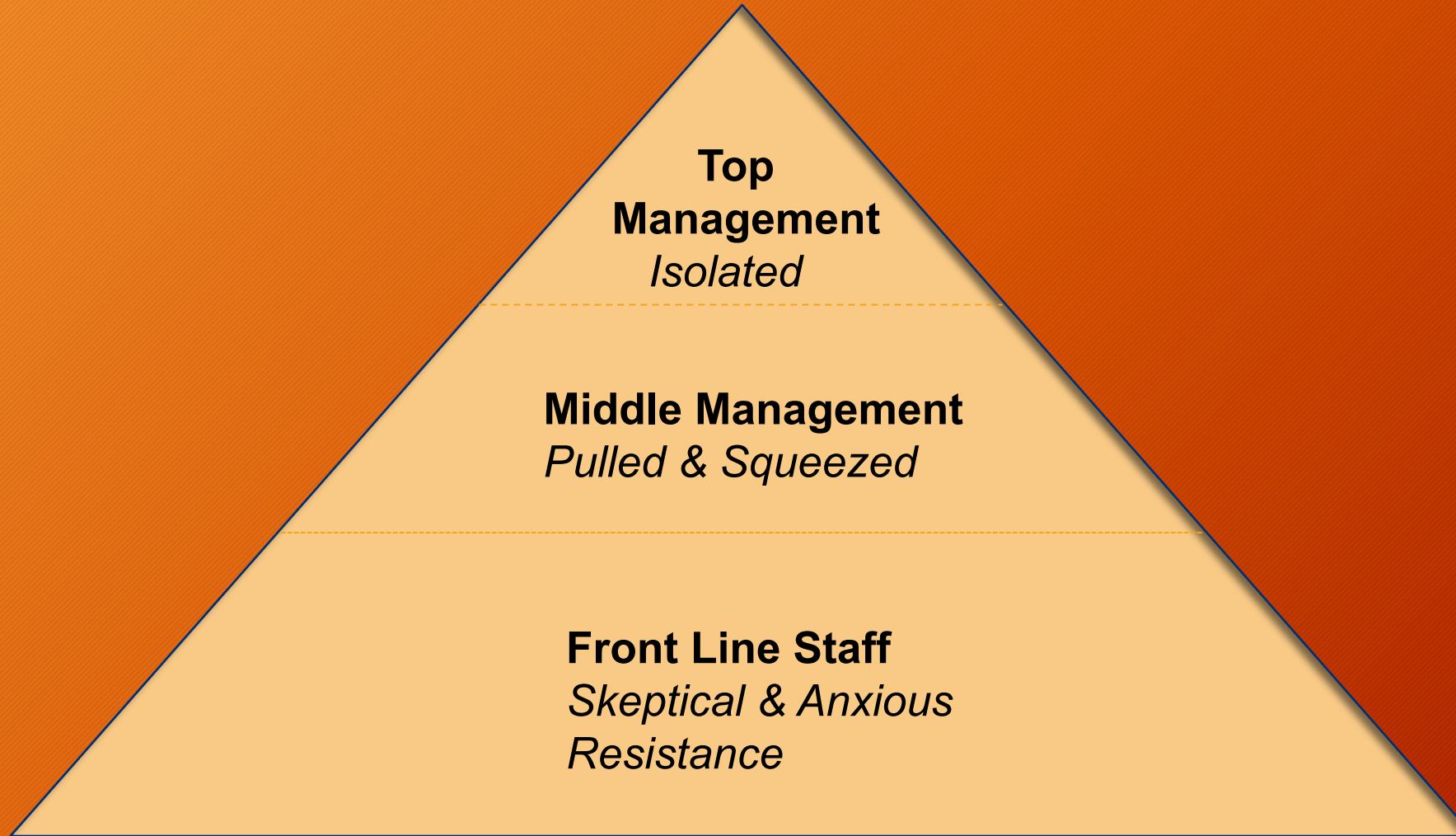
Topic Agenda

- Key Success Factors for Effective Change Implementation
- Models of Leading Change
- Critical Leadership Roles in Facilitating Change
- Managing key Stakeholder Commitment to Change.
- Managing Personal Change Related Transitions
- Strategies & Techniques for Managing Resistance To Change
- Change Communications: Strategies for Building Ownership & Commitment
- Sphere of Influence: Personal Action Planning

Warm UP Activity

- 1) Reference the “Vocabulary of Emotions” handout
- 2) Circle on the handout as many emotions as best represent your immediate reaction upon hearing first about the planned changes to be implemented?
- 3) Share & Discuss at your tables.
- 4) Select spokesperson to report out highlights of your group’s discussion

Change Is Experienced Differently Depending On Where You Sit In An Organization



A Large Percentage of Organization Change Efforts Do Not Achieve Their Goals

Change
Initiatives



Goals

Research Indicates Up to 70% of Change Efforts Fail

Most Change Presents Both Opportunities & Challenges



Opportunities

Change Opportunities



Challenges

Change Challenges

Equation For Successful Change



Success Factors for Implementing Change: Key Building Blocks

**Increase
Urgency**

**Convey
Desirable
Future**

**Facilitate
Personal
Transitions**

**Empower
Action**

**Frequent
Communication**

**Persistence &
Focused
Priorities**

Quick Wins

**Realign
Processes &
Practices**

Critical Leadership Roles For “Leading Change”

- Visioneer & Advocate (Communicator-In-Chief)
- Modeler (live the new expectations, behaviors, & practices)
- Confidence Builder (help others manage their reactions)
- Coalition Developer
- Orchestrator of Involvement Opportunities
- Resource Provider & Roadblock Remover
- Rewarder & Sanctioner
- Monitor of “Organizational Pulse”

Stakeholder Definition

All those who will be affected by the change and/or whose active support, commitment, and behavior change are required for successful change to occur.

Those who:

Can make it happen

Help it to happen

Let it happen

Get in the way

Stakeholder Assessment & Planning Activity (Table Groups --10 min)

- Agree on 1 of the planned changes for focus.
- Agree on 1 key stakeholder who is likely to be affected by this change.
- Complete “Stakeholder Analysis & Planning” handout for this stakeholder.
- Brainstorm possible strategies/actions for addressing concerns/issues identified & building commitment to the change.

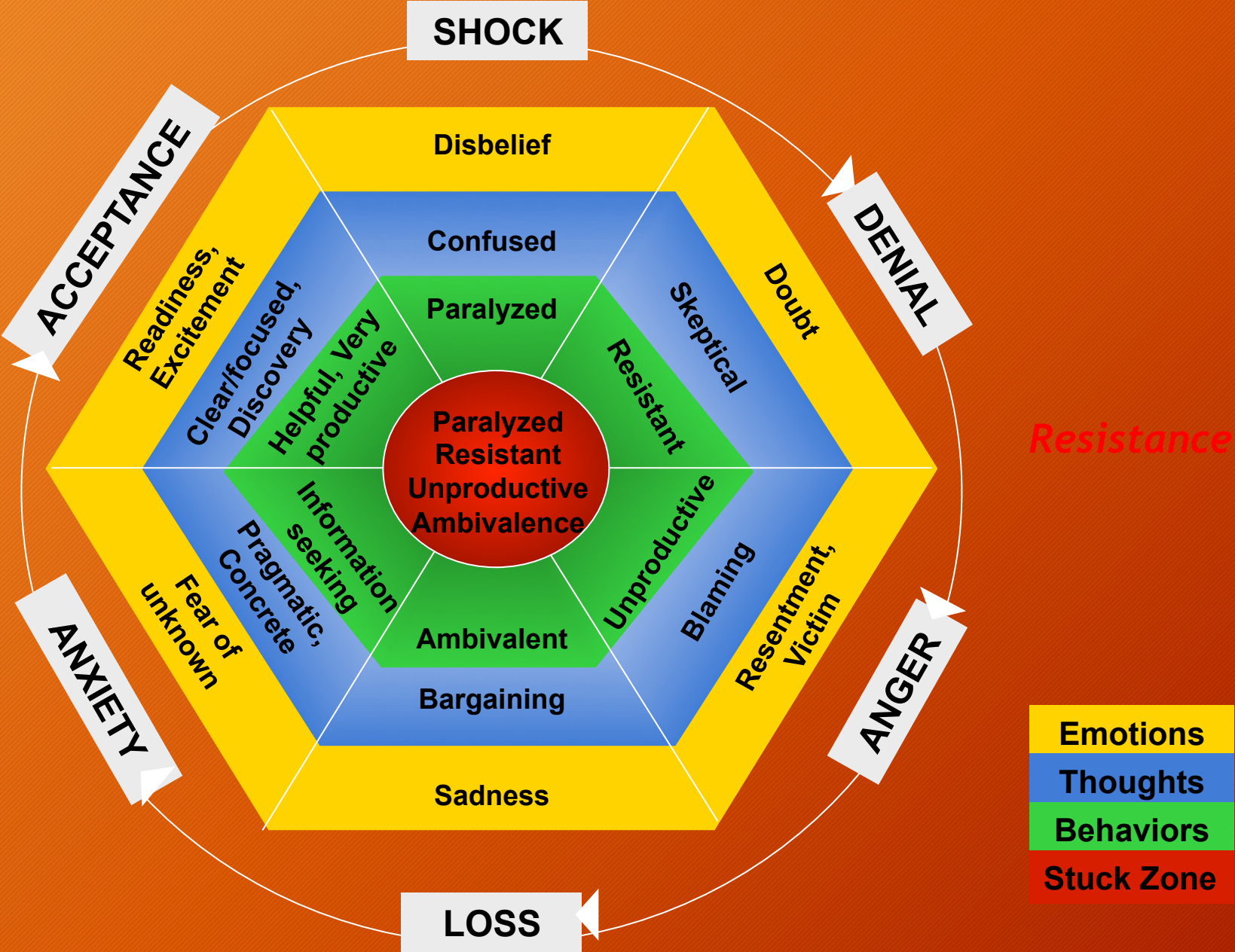


Personal Change & Transition Process

Managing Ourselves During Change

Phases of Individual Transition & Change

Exploration/
Commitment





Managing Resistance

Reframing How We View Resistance

Traditionalist View

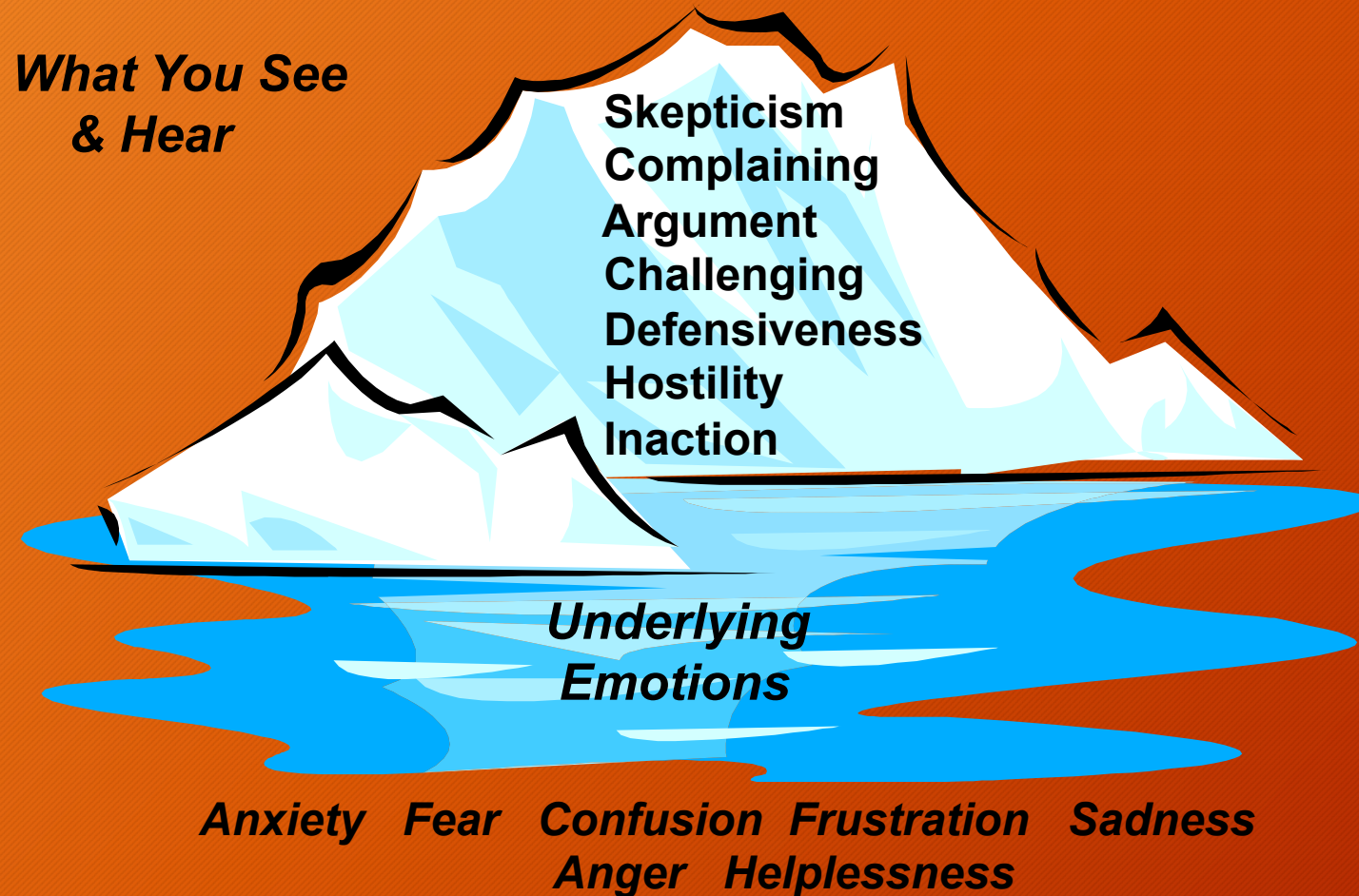
As an opposition to
something

Post Modernist View

As an ongoing attraction to
something

Resistance to a change is a “devotion” to the current state/status quo.

Resistance Is Normal Reaction To Change



Resistance's Hidden Value

- Provides useful different perspective.
- Raises issues that have yet to be considered.
- Identifies issues that need to be addressed.

Strategies for Managing Resistance

- 1) Identify “source” of resistance by probing for underlying feelings & listening actively (use open ended questions).
- 2) Legitimize and acknowledge underlying feelings (convey empathy)
- 3) Inform/educate about anticipated benefits & value.
- 4) Create opportunities for meaningful participation & influence.
- 5) Keep well informed of progress, changes, and plans.
- 6) Link with respected supporters.



Communicating About Change Building Commitment

Change Communication: Principal Goals

Effective change communications are the key to overcoming resistance to change and building commitment to the change. Key goals include:

- 1) Reduce uncertainty
- 2) Strengthen sense of control & influence
- 3) Demonstrate benefits to be realized
- 4) Build trust

Leaders Often Place Greater Emphasis on Mental Elements of Persuasive Communications



Communicating To Build Commitment Is A Process



Communicating About Change Exercise: Developing Key Messages (15 min)

- At your tables select 1 of the planned changes for focus.
- Develop list of “key messages” & “talking points” important to convey to your staff to begin building their commitment to this change. (Be sure your messages/points address the key questions)
- List these in preferred sequence of delivery together with methods of delivery.

Learnings From Experience: Communicating For Change

- Speed is important, but timing is most critical
- Anticipate, acknowledge, and legitimize target audience concerns and reactions
- Provide meaning-- not simply information
- Be redundant and repetitive
- Face to face communications should be primary channel
- Leverage leaders and early adopters as communicators



Leveraging Your Sphere of Influence

Managing Change: Constructive Focus

Givens

- Aspects of the change that are set



Negotiables

- Aspects of the change we may be able to influence



Controllables

- Aspects of the change we can directly control or influence

Strategic Influence Model



Exercise: *Developing Your Action Plan*

What/Whom To Influence	Key Actions I Will Take	Success Indicators	Achieve By When