Leading Change: Briefing for Middle Managers

Overview

The purpose of this briefing is to prepare you for the upcoming Leading Change session that is part of the Middle Manager Leadership Training Program. Please spend some time in advance of the session:

- **Reviewing this content carefully**
- **Completing the associated pre-work assignment (provided as a separate attachment)**

The concepts and tools presented here mirror those in the First Level Manager training on Leading Change. As your team goes through this training, you'll be able to use these resources collectively to plan for and lead successful change.

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> **Important:** It is vital and required that you complete this reading and the pre-work assignment (see separate attachment) prior to the training. It forms the basis for session discussions and activities, and you will not be able to participate without it.

Your Role in Leading Change

As a Middle Manager at OPG, you play an important role in ensuring change is achieved – and sustained. As an organization, we have gone through transition and have introduced behaviours to drive us into the future to be successful. One of these behaviours is **Lead Change** and your role – to enable organization and culture change, is described in the OPG Leadership Model. You lead change every day in your role and change management tools and approaches can help you with common situations like:

Lead Change	Enable organization and culture change.
✓ IT IS	✗ IT ISN'T
• Act as a role model by owning and leading change. • Help employees understand the need for change, and its benefits to them, OPG, and its various stakeholders. • Rally others around the future direction, confirm buy-in, and address concerns. • Provide the team with the necessary change programs, processes, tools, and support they need to shift their behaviours and implement change. • Recommend opportunities and solutions to drive change and support OPG's change objectives.	• Assume your team is on board. • Refuse to modify plans once a new direction has been set. • Oppose change passively or through lack of action.

- How do you encourage others to consider ways of doing things differently, when they may have been doing them the same way for a long time?
- How do you communicate the benefits of a change to your First Level Managers and Trades Management Supervisors to keep them focused and engaged, often in the context of many changes?
- How do you implement a new process and ensure that changes are maintained over time, and no one reverts back to the old way of doing things?

What is Change Management?

Change management is a term that is bandied about freely. Sometimes it's a scapegoat for less than stellar results: "That initiative failed because we didn't focus enough on change management." And it's often used as a catch-all for project activities that might otherwise get overlooked: "When we implement that new process, let's not forget about the change management."

It's a noun:
"Change management is key to the project."

It's a verb:
"We really need to change manage that process."

It's an adjective:
"My change management skills are improving."

It's an expletive:
"Change management!"

But what exactly is it?

> " *Change management is a structured approach for ensuring that changes are thoroughly and smoothly planned and implemented, and that the lasting benefits of change are achieved.* "

Often people think of change management as being all about communications – and while communication is a very important component of change, change management is a much broader practice.

The OPG Change Management Framework

The **OPG Change Management Framework** depicts how we think about change here. It:

- Shows the levers that we utilize in planning for and carrying out change.
- Identifies the components of successful change that need to be considered throughout a change process.


The framework is comprised of:

Change Leadership	Establish active and visible formal and informal leaders who sponsor and take ownership in the change.
Culture	Identify the new behaviors required to make the change and the actions required to support the transition.
Organization Design	Design the organization to align strategy, structure, process, technology, people practices, and metrics and rewards to align to what needs to be accomplished.
Stakeholder Involvement & Communication	Identify stakeholders involved in the change. Communicate early and frequently to build commitment to the change.
Learning & Development	Identify and develop new, sustainable knowledge and skills to ensure individuals and groups are able to perform.
Change Planning	Design the appropriate change process to facilitate the transition and direction of the change.
Measurement & Risk Mitigation	Manage and monitor change readiness, risks and results.

Types of Change

Organizational change takes on many different forms and varies in both type and scale. Some small changes can cause major ripples and even the simplest of ones can be difficult to sustain over time. In your role, you're involved in change of all kinds ranging from day-to-day ones with your team through to large scale change affecting many parts of the organization.

Just as the size and types of change vary, so do the roles in carrying it out, ranging from Change Leaders – the people who set the vision and communicate the direction for the change, through to Receivers – those who are impacted by the change, but may not influence its direction. Your specific role in the change will depend on what it is and how it is being implemented.
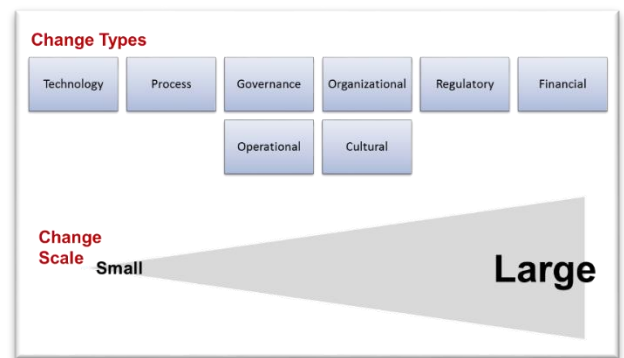
John Kotter's 8 Steps for Leading Successful Change

Successful organizational change starts with leadership, one of the levers of the OPG Change Management Framework.

Effective change leaders follow clear steps, such as John Kotter's 8-steps for Leading Successful Change. Harvard's John Kotter is regarded as the authority on leadership and change, and we'll take a look at his framework in detail next, starting with Step 1: Establish a Sense of Urgency. (Source: MindTools, Ltd. http://www.mindtools.com/pages/article/newPPM_82.htm)

Step 1: Establish a Sense of Urgency

For change to happen, it helps if the whole team really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving.

What you can do:

- Identify potential threats and develop scenarios showing what could happen in the future.
- Start honest discussions, and give dynamic and convincing reasons to get people talking and thinking.
- Request support from others to strengthen your argument.

Step 2: Create a Guiding Coalition

To lead change, you need to bring together a coalition, or team, of influential people whose power comes from a variety of sources, including job title, status, expertise, and political importance. Once formed, your "change coalition" needs to work as a team, continuing to build urgency and momentum around the need for change.

Managing Resistance to Change

It has been said that people don't resist change, they resist change being imposed upon them. Resistant people are defending against the fact that they have to make a difficult choice, take an unpopular action, and/or confront some reality that they have been emotionally trying to avoid. Resistance to change often comes from:

- **Self-interest:** Some people are concerned with the implication of the change for themselves and how it may affect their own interests, rather than considering the effects for the success of the business.
- **Misunderstanding**: Communication problems; inadequate information.
- **Low tolerance to change:** Certain people are very keen on security and stability in their work.
- **Different assessments of the situation:** Some people may disagree on the reasons for the change and on the advantages and disadvantages of the change process.

The specific behaviours associated with resistance can vary and be a range of things – from vocalizing opposition to more passive resistance, such as not responding to emails or not showing up to meetings. Even a wave of retirements can be considered a type of resistance.

When thinking about resistance and how to approach it, it can be helpful to think of change responses along a continuum, shown here as ranging from Fighters to Champions.

Group	Fighters	Resisters	Bystanders	Helpers	Champions
Characteristics	▪ Committed to making change fail ▪ Opposed	▪ No reason to be involved in making change work ▪ Opposed	▪ Waiting to be persuaded/ convinced changes are good ▪ Let it happen	▪ See change as important, but not essential ▪ Help it happen	▪ Committed to making change really work ▪ Make it happen
Behaviours	▪ Return to "good old days" ▪ Threatened antagonists ▪ Silent saboteurs, or noisy, open and confrontational ▪ Active opposition	▪ Loss of prestige, power ▪ Fear of significant increase in workload ▪ Passive opposition - behind the scenes	▪ Neutral ▪ Spinning wheels ▪ Looking for signs ▪ Blank sheet, neutral at best	▪ Want to succeed ▪ See general advantage ▪ Passive supporters	▪ Believers ▪ Acceptance of need ▪ Self interest in being involved