

**Need a helping hand
to handle
change?**



**Change
Support
Services**

**In-House from
The Change Forum**

A PROFILE

Bill Cropper
Director



*Learning Solutions
for Leadership & Change*



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Contact...

Bill Cropper

Director

Team Technologies Forum Pty Ltd

ABN 52 074 816 470

Trading as The Change Forum

Tel: 07-4068 7591 Mob: 0429-687 513 Fax: 07-4068 7555

P.O. Box 136, Mission Beach Qld 4852

Email: consult@thechangeforum.com

Web: www.thechangeforum.com



...Need a **helping hand** to handle Change?



Whether it's helping an executive team plan it, setting up a change team to get started on it, preparing people for it, working out ways to manage resistance to it or building change leadership capability to manage it better – when it comes to **change**, most organisations can **use a hand with it** – even if you plan to handle implementation mostly by yourself.

Coping with change can be stressful. Its unpredictability unnerves many people. After all, change is by nature often complex, dynamic, scary, messy – *and that's for those of us who think we're in control of it!* Big or small, change confronts us with critical questions like:

- ? *Where's the best place to start with my change initiative?*
- ? *How can I get people to understand why this change is needed?*
- ? *Who needs to be involved with this and how can I get their commitment?*
- ? *What can I do to prepare people for change?*
- ? *What steps do I need to take and what do we need to learn to start changing?*
- ? *How do I keep the change going and make it stick?*

The Change Forum provides a range of practical **change management support services in-house** to suit your specific work setting, cultural context and change challenges.

We know there's no *one-right-way* with change. It can't be encompassed in a simple step-by-step model or a neat series of workshops. What works in one organisation won't always work in another. There's too many variables. On the other hand, **the choices and options around change can overwhelm** and confuse when you're looking for some kind of assistance.

That's why we put together a **profile of our change services** – a brief snapshot of things organisations typically ask us to do to give them a hand with change. We think it might give you some good ideas – and get you thinking about critical change management areas like:

- Planning and designing your change processes
- Preparing your people for change and building up change leadership capacity
- Shaping a shared vision and developing change communication plans
- Talking about change – having those crucial change conversations
- Working with change teams and managing change resistance

The ability to **manage change** and make it happen rapidly and smoothly is one of the keys to organisational vitality, renewal and success.

So if you need a **hand handling change**, why not read more about our change services or contact us to discuss your change challenges...

Bill Cropper

Director – The Change Forum



1. Need a hand to handle change?



Whether it's helping an executive team plan it, setting up a change team to get started on it, preparing people for it, working out ways to manage resistance to it or building change leadership capability to manage it better – **when it comes to change**, most organisations can use a hand with it.

The **Change Forum** has developed a handy range of **skilled change management** support activities in-house we can customise to fit your specific work-setting, cultural context and change challenge.

Whatever shape your change takes – a new work design, a new structure, a new piece of technology, new directions and programs, merging work units, or making workplace improvements – at some stage, **people need support to help them do their change-work well**, even if you plan to handle implementation mostly by yourself. Big or small, every change needs **roadmaps, models and tools** – ways to conceptualise things like:

- ? Where's the best place to start with my change initiative?
- ? What steps do I need to take – and who needs to be involved?
- ? What can I do to prepare people for change and get them into action?
- ? What do we need to learn to start changing?
- ? How do I keep the change going and make it stick?

The ability of businesses – both big and small – to manage change and make it happen rapidly and smoothly is one of the keys to organisational vitality, renewal and success.

At **The Change Forum**, we've been helping senior executives, managers, facilitators and workteams navigate their way through change for **more than 15 years** – and we've got proven capabilities for **project managing the big picture**, **facilitating at the workforce** and **dealing with the practicalities to make it happen**.

Our Definition of Change

We define change as moving in a planned way towards a shared vision by mobilising the effort and commitment of everyone to identify what needs changing, the strategies to implement the change and the support structures and processes needed to sustain the change over the long term.

Change means doing things differently. It's about involving all staff and managers in looking at how things are done now and asking how we can do it better, why things need to be done this way – or even wondering whether they should be done at all.

Our approach to change is inclusive and participative. We emphasise the close connection between change and learning. People rarely change unless they learn new skills and tools and are energised by new concepts and guiding ideas they can all sign onto. We also believe all change has an essential cultural dimension. Change can't be supported unless you create or transform the culture to nourish it.



2. Coming to Terms with Change



Change is no longer a “choice” – something you do on top of running your normal business. It’s now **an indispensable factor for organisational survival**. Whether you’re in the public or private sector, you can be sure your organisation’s **facing more complex and rapid change** than it ever has before.

Each change may be different, but the general direction is clear. **More, not less change is now ‘the norm’**. No matter what your specific job, managers everywhere now need to be more change-adept.

“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.” Charles Darwin in *The Origin of the Species*

The message is clear: **organisations that can’t change or won’t change, fail**. It’s as simple as that. In a time when organisations are changing at a faster rate than ever before in our history; **change is probably more complex and difficult than it’s ever been** before too!

When we ask change leaders to finish this sentence: **‘Leading change is?’**, words that come up often include *“difficult, complex, unpredictable, uncertain, unstable and changeable”*. These words signify a big shift: **the nature of change itself has changed....**

- ❑ Leaders now confront a mountain of **complex issues, change challenges and problems** that involve ambiguous, multiple factors. Each change ‘solution’ is peppered with unintended or unwanted consequences – and they’re simply aren’t any right ones.
- ❑ Many change challenges and problems that plague organisations today have **no right answers, easy solutions or quick fixes**. Many are often the result of actions taken in the past to *‘quick-fix’* them. They demand you juggle many differing priorities at the same time
- ❑ Dealing with complex change problems is notoriously difficult. The results of continually re-applying conventional solutions are discouraging enough to make you think you’ll never effectively address them. **Change requires deep-learning – conceptual capabilities and emotional competencies** you can’t just hope to pick up as you go along.

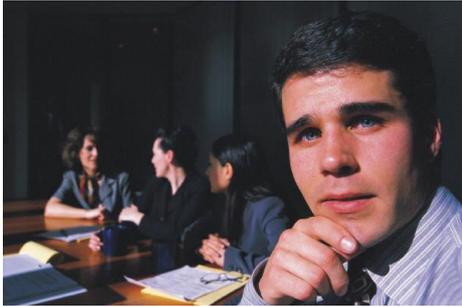
‘Changeability’ – the ability to anticipate when change is needed, to have the change capabilities to mobilise for it and make it happen rapidly, as well as the ability to learn and improve from each change – **is a critical commodity**.

“They say time changes things, but you actually have to change them yourself.” Andy Warhol

Change-adept organisations are committed to continually build the capacity of their people to respond swiftly and strategically to complex and ever-changing business, operating and service delivery change environments.



3. The Nature of Change...



There's **3 words** we use to describe the nature of change – **complex**, **'chaordic'**, **discontinuous**. A common mental model of change is that it has simple, linear steps – and if you follow them, everything will go smoothly and be relatively trouble-free. It's a consoling thought – but one reality contradicts continuously. **Change is messy** – and you can't get away from that fact.

1. Complexity means seeing change as a **subtle web of systemic interconnections**, where *one thing leads to many more other things*. Some outcomes you expect and want. Others are totally unexpected, unwanted, alarming – and take you by surprise. **Complexity also means:**

- ❑ **Balancing many factors** (moral, ethical, values, service and people needs), and often even conflicting outcomes – where you have to **choose from several different options** or courses of action knowing **none of them is going to solve the problem entirely** or lead neatly to the change outcome you want.
- ❑ **Accepting there's no single remedy**, you don't have an answer (even if people expect it of you) – where the best thing to do is work out a process through which people exchange ideas, make mistakes and **work out solutions as they go**.
- ❑ **Acknowledging change is 'emergent'** – you *can* plan it, as long as you accept that **your change plan will change**, and give up the idea problems are avoidable when you change and see them as part and parcel of any change process. In fact, reframing your thinking to see 'problems' as 'complexities'.

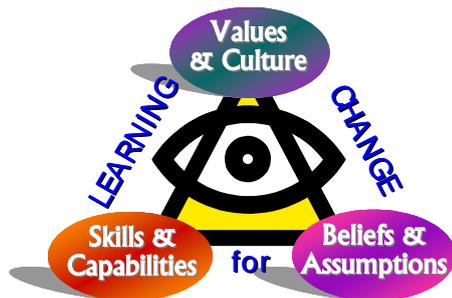
2. 'Chaordic' – the idea that change is not made up just of order, but also has big chunks of chaos. Instead of a change management scenario where everything runs smoothly, **smooth running is interwoven with regular periods of chaos and confusion** (*the truth is probably closer to chaos and confusion interwoven with periods of smooth running!*). Eventually, chaos and confusion give way to order, which in turn give way to chaos and confusion, and so on. This is the **cycle of order and disorder that typifies change**.

3. Discontinuous change means high levels of uncertainty, where **you can't rely on past approaches, processes – and certainly not past solutions**. Most of us are hard-wired to cling to tried-and-tested ways.

- ❑ **The old paradigm of change assumed you could learn from the past**. You looked at it then applied what happened then to what's happening now. The certainty you could avoid past mistakes by learning from them was maybe OK in stable, highly-regulated contexts. It applies less and less now. Hindsight is still valuable – but, when it comes to change, it doesn't always lead to foresight.
- ❑ **Discontinuous change means shock and surprise**. It's often a radical right-turn from the past rather than an incremental, steady-as-she-goes continuation of it. It not only requires a break with the past, it often involves the deliberate de-construction of current systems.
- ❑ **It requires new organisational learning of the 3rd order** – the mental agility to fundamentally **question your own paradigms and mental models** – and create new ones. **And that's why learning for change is so important...**



4. Learning for Change...



Learning is at the heart of **successful change**. Our change-work capitalises on the close connection between change, leadership, and learning – and building the **conversational, relational and team-working** capabilities to support them.

Workplace change and improvement can look at many different things. For example:

- ❑ Changes in **work behaviours** and **management practices**
- ❑ Changes to **build better teamwork, culture** and communication
- ❑ Change in the **kind of work people do** and how it is done
- ❑ Change in the **roles and relationships** between people
- ❑ Change in the **organisation’s directions, strategies, structures or goals**
- ❑ Change in **service priorities, challenges, performance standards** or work processes

But whatever direction change takes, **"learning how to change"** is critical to **successful implementation**. It should be one of the first steps you think about in planning for change.

Change and learning may not exactly be synonymous, but they are inextricably linked....Most advocates of change initiatives, be they CEO’s or staff, focus on the changes they are trying to produce and fail to recognise the importance of learning capabilities. Consequently, their initiatives are doomed from the start to achieve less than their potential – until building learning capabilities becomes part of the change strategy.” Peter Senge 5th Discipline Fieldbook p. 11 and The Dance of change p.9

No change happens without a change in thinking. People need new **tools**, new **concepts** and new **ideas** to help them change. Building change capability starts with a simple question:

? *What do we need to learn to start changing and doing things differently?*

Change-adept organisations invest time up-front helping people learn how to change and preparing them for it. They assist their managers and staff to:

- ❑ **Increase their capacity to understand and participate meaningfully in change**
- ❑ **Reflect on their current mental models and change behaviours** – so old mind-sets, values and beliefs can be questioned and new ways of thinking and behaving can develop
- ❑ **Conduct conversations** about change impacts, benefits and possibilities
- ❑ **Create change teams and support networks** for continuous learning, adaptation and ongoing opportunities for experimentation, learning and participation in change processes.

“It is not enough to change strategies, structures, and systems, unless the thinking that produced those strategies, structures and systems also changes...” Peter Senge



5. Our Change Support Services...



The Change Forum specialises in designing innovative workplace change and improvement processes where leadership and organisational learning are keys to success. We deliver **creative change solutions** that strengthen your leadership capability, deepen organisational learning capacity and contribute to building vibrant work cultures and high-performing teams...

Our **change services** cover areas like change facilitation, **strategic visioning**, redesigning teams and work processes, **cultural revitalisation**, mapping change plans and processes, **transferring change leadership skills** to your people and **conducting key action-learning workshops** at crucial, crunch-points in your process

Organisations often want **help designing their own change processes**, tailored specifically to their own work and cultural contexts, even if they plan to handle implementation by themselves. We work in partnership with you to develop change processes customised to your needs.

Here's a few things organisations frequently ask us to do to help with their workplace change and improvement processes...

- ▶ **Plan and design change processes:** Whether it's with executive teams, projects groups, change teams or intact work units, we can help you **scope change, develop specifications, design processes and jointly plan strategies and learning programs** to support your change initiative. **We facilitate a range of different strategic change and action-planning workshops to help you systematically think through all the steps in your change process**
- ▶ **Preparing People for Change:** The way people personally respond to change is critical in determining how much, how well or even whether, they'll change. *Preparing People for Change* is a **1-day awareness-raising session** focusing on the personal side of change – providing personal skills to help people **understand the dynamics of change, engage with it more constructively and increase their level of personal 'change-ability'**
- ▶ **Leading Change Management:** Change leaders are instrumental in setting the tone for, leading and modelling change. The capacity to initiate, lead and sustain change through learning is a major foundation for creating better workplaces. **We run a popular 2-day program on *Leading Change Management* to equip change leaders with the tools to manage change for themselves**
- ▶ **Change communication plans:** Most change suffers '*under-communication*'. Every change effort needs an '*over-communication*' plan. Behind a good change communication plan is a will to get out there and really talk *with* people, not *at* them. **We can help teams plan for the crucial communication events, engagement strategies and consultation issues around their change**
- ▶ **Shaping a shared vision:** Shared vision plays a pivotal role in successful change processes. It educates, raises awareness, inspires and gets buy-in. Unless people sign on to your vision – your change won't attract 'take-up' in the long term. **We facilitate various vision-setting interventions for different levels – mixed cross-organisation sections, senior management teams, individual work units or stakeholder groups**



- ▶ **Talking through Change:** Change happens first and foremost through conversations. Through change conversations we shape a shared vision, reduce resistance, gain commitment, share ideas, tackle problems and talk over strategies, goals and actions. **We run a one-day intensive coaching clinic on change conversations to get your change-talk up to speed**
- ▶ **Working with Change Teams:** Change teams are the main vehicle to plan and action change. They're the link between designing a change and implementing it. Making sure they have the right knowledge, tools and know-how is one of the keys to change success. **We help set up workplace change and improvement teams, get them started, then provide a series of learning modules to support them in their change work**
- ▶ **Challenging Change Resistance:** In our change consulting work, one key concern always seems to be at the forefront of people's minds: "What do we do with the resisters?" While resistance is natural, left unchecked it can spread and infect others and become a big block to progress. **We conduct a 1-day clinic on Challenging Change Resistance for change leaders, who need to learn how handle these difficult change moments better**

? **Want to find out more?** There's a section on each of these services in this profile...

In addition to our more structured change support services, we can also write you a **customised change guide or toolkit** or **help you facilitate those 'hard-to-handle' bits in the change process** it's crucial to get right before you can go further. We can help you work through and resolve change dilemmas like:

- ? *Our change team is stalling – what can we do?*
- ? *How do we get create the culture to support change?*
- ? *How do we get ideas and inputs from our people?*
- ? *How can we embed, sustain or diffuse our changes?*

What Change Leaders Say About Us....

"You challenged my thinking and provided me with some very useful practical tools for leading change in my workplace. I felt you were inclusive of everyone, responsive and you kept the energy levels high." **Martha Goldman – Tropical North Queensland TAFE**

"You inspire, encourage and enable participants to understand change, the effect of change on themselves and others as well as the theory behind good and successful change management. Progressive, constructive, entertaining and well structured. I thought your facilitation was fantastic!" **Kristin Furber – Queensland Health**

'I've participated in a number of other workshops around change and what set this apart was that it was very relevant and practical – providing the necessary knowledge and tools required for managers implementing and managing the results of change..' **Deb Ison – Disability Services Queensland**

"Thanks for an excellent course. I learnt a lot and you made me aware of concepts and tools I wasn't aware of before. Overall – one of the most useful training sessions I've ever been to..." **Karen Bird, Townsville City Council**

"You challenged my ideas and clarified my thinking in relation to managing change strategically. A practical and useful course, very professionally delivered – and the guidebook is a very useful resource that I will be sure to employ from now on. Well done." **Julie Lawler Department of Local Government**

"Well worthwhile, well organised and very motivating. I came away with some really good tools to use in various work situations and I left the workshop feeling very motivated, confident and eager to utilise my new skills. My work colleagues felt my enthusiasm the next day." **Ruth Greening – QBuild**





6. Our Approach to Change



The choices around change can overwhelm and confuse when you're looking for a hand to manage it. There's so many models, providers and prescriptions. We believe there's *no one-right-way* when it comes to change. It can't be encompassed in a simple step-by-step model or a neat series of workshops. What works in one place won't always work in another. *So here's a bit on our approach...*

Our approach to change is **non-prescriptive, participative, learning-centred** and **toolkit-based**. It centres on **building change capability** at all levels – *especially leaders* – and takes into account **the people-side** – **cognitive, emotional, relational** and **cultural** dimensions we believe are so crucial for successful change.

1. Non-prescriptive: Organisations have had a glut of change experts telling them what to do and imposing their preferred change models and prescriptions. Our approach is:

- ❑ **Collaborative, not consultant-driven.** We work out processes jointly with you. You know your organisational culture best and the outcomes you want and we help you achieve this. Yes, we do have a good grounding in changes ideas that work, yet we'll also tell you we *don't have all the answers*. No one has. We work out change solutions with you as we go.
- ❑ **Flexible, not rigid.** No *"one-size-fits-all"* models. In fact, when it comes to change, our motto is: *"Take whatever's useful and use whatever works."* Good ideas and innovative approaches can come from anywhere – including inside your own organisation.
- ❑ **Co-created, not imposed:** We design change processes that spring from mutual learning and agreement about guiding concepts and principles. Strategies for actioning principles need to be co-created and owned by the specific organisation itself.

2. Participative: Whether its direct staff involvement or representative participation through change teams, participative approaches work best. Our positive bias for participation is based on experience that if you involve people in jointly determining what or how to change, it's more likely to be successful than imposed change. Even if change is imposed, as it often is, finding ways to involve people in its implementation is almost always still an option.

3. Learning-centred: We capitalise on the close connection between learning and change.

- ❑ **Capacity-building:** Our approach is based on building learning capacity. People change when they learn new skills/tools and are energised by new concepts and guiding ideas.
- ❑ **5 Learning Disciplines:** Our approach is firmly grounded in learning organisation values, concepts and principles, underpinned by the *5 Learning Disciplines* first popularised by Peter Senge – *Shared Vision, Mental Models, Personal Mastery, Team Learning* and *Systems Thinking*. They provide a useful framework for building change capability as well as understanding both the dynamics of, and practice behind, effective change:

'If there is one single thing a learning organisation does well, it is helping people embrace change. People in learning organisations react more quickly when their environment changes because they know how to anticipate changes that are going to occur...and how to create the kinds of changes they want.' Peter Senge et al 5th Discipline Fieldbook p. 11



4. Toolkit-based: Skilling-up a broad base of people in how to use various change tools is a powerful, yet often overlooked step that can strengthen any change process. Without tools, people lack the means to put good change ideas into action.

- ❑ In many change processes, tools often remain the property of a few or the exclusive province of outside consultants. Sure, we're aware some research says change tools *in the wrong hands don't work* or even backfire- and matching the right tool to your change context and culture is critical.
- ❑ Our preference is to be transparent about the tools we use and share these with people in the organisation. Our programs emphasise skills transfer and we provide comprehensive, self-directed tool-kits to empower to people to handle change themselves.

5. The People Side of Change: Many organisations fixate on planning details of the new procedures, the new technology or the tasks needed to implement change – and neglect the most important element: *people*. **People are at the heart of change.** It isn't just a matter of attending to the so-called "hard" side – *rational results, bottom-line benefits, project plans and monitoring measures*. Organisations don't change – people do, one at a time. Our approach:

- ❑ **Balances 'hard' structure/process issues with 'soft'** – or what we rather call the *people* side. The cognitive, emotional, relational and cultural dimensions that influence people's thoughts, feelings and behaviour around change.



- ❑ **Thinking Change:** To change, we have to *change our thinking*. We need new concepts and new guiding ideas. Our approach centres on new mental models and cognitive shifts that enable change to occur.

- ❑ **Feeling Change:** We work with the emotional not just the structural side of change. The feelings people have about change can inspire or intimidate. Well-lead change is emotionally energising. Poorly lead change is emotionally draining.

- ❑ **Culture Change:** Culture can't be ignored with change. If you do, it has a way of leaking back in and flooding your change effort. Our approach concentrates on culture – the established patterns of behaviour, habits, routines, stories and assumptions – as a lever for change.

- ❑ **Change Relationships:** Change happens mostly through a network of relationships. When relationships are positive, people trust each other. They feel connected and respected. They can be open with each other and have the hard conversations they need to have about change. Our approach helps change leaders pay much-needed attention to building trust, openness, and rapport; and to grasping how important being authentic, consistent and predictable is to the eventual success or failure of change efforts.



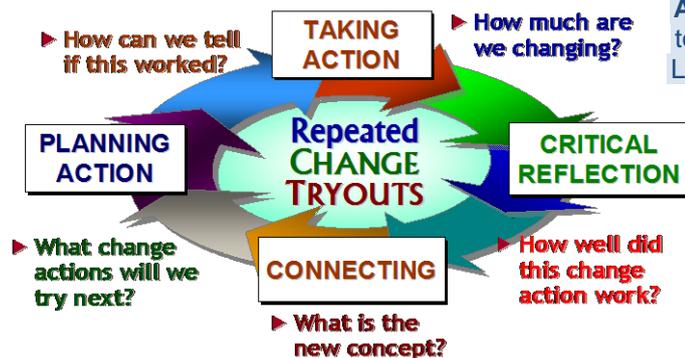
7. Guiding Ideas for Change



Here's some of the **key change ideas and action-principles** that inform our change approach. You may want to consider them in designing your own change processes – and avoid some of the pitfalls of not so successful change along the way.

- ❑ **Clarify the Change Challenge.** *Is it right? Is it worthwhile?* If you're not committed, you can't expect to energise others.
- ❑ **Shape your Personal Change Vision.** Then build commitment to it by developing a shared vision throughout your organisation. Keep people focussed on this future vision.
- ❑ **Set clear Performance Goals** – challenges that focus effort, not strings of meaningless, unaligned activities. Establish milestones so you know how much you're changing.
- ❑ **Maximise Participation.** Involve more people rather than less, earlier rather than later – not just in what you want them to do, but also in planning and the best ways to involve them.
- ❑ **Gather a Guiding Coalition.** Identify advocates and change champions early in the process, focus effort on them first and invest them with the power to make things happen.
- ❑ **Communicate Constantly** to keep dialogue open and reinforce benefits, early wins and also consequences of not changing. Be "up-front" about change – tell people the good and the bad
- ❑ **Balance Results, Process and Relationship.** Give equal attention to a balanced change approach that builds relationships and uses sound processes, not just focuses on results.
- ❑ **Challenge Conventional Wisdom.** Ask questions that can't be – with respect and tolerance
- ❑ **Learn to lead change.** Leaders are the key drivers so change strategies should focus firmly on the critical role leaders play in preparing, and leading people through change.
- ❑ **Leverage the culture:** Change rarely sticks unless the culture it's happening in gets addressed – the habits, assumptions and mental models carried around the organisation.
- ❑ **Monitor change:** Ways to tell whether change actions have made a real difference
- ❑ **Redesign systems.** When things change, systems, processes and procedures need to change too. One reason change fails is a refusal to change old work patterns, systems, and structures

Action-Learning Change Cycle



Action-Learning is an essential learning tool for all change teams. The Action Learning Cycle has 4 main stages: Critical Reflection, Connecting/ Conceptualising, Planning Action and then Taking Action. Cycles often start with trying out a change action, seeing what happens and then following through with reflection and more try-outs – which make it a useful tool in terms of experimentation, try-outs and trials



8. Plan and Design Change Processes



Whether it's with your executive team, change co-ordination group, change teams or management and staff representatives in a consultative forum – we can work collaboratively with them to scope your change, develop specifications, design processes and jointly plan strategies and learning programs to support your particular change initiative.

Most often, change requires big-picture thinking that's both **strategic and systemic**.

People need time to think through all the likely **impacts of their change**, **assess change options**, **develop implementation strategies**, **analyse risks** and opportunities or even decide whether the change you're planning is really going to get the results you expect!

We facilitate a **range of different strategic change** and **participative action-planning workshops** to help you ask *the hard questions* and systematically think through all the steps in your change process...

► Here's some critical **strategic change questions** we often work through with clients:

- ? What are the crucial challenges in our change environment?
- ? What are the key drivers behind this change?
- ? What systems and structures need to change to support this change?
- ? Where's the best place to start with our change initiative?
- ? What are the cultural and relational considerations?
- ? How can we diffuse and sustain this change?
- ? What are the critical leverage points for our change strategy?

More and more, the changes you make are happening in increasingly complex environments, where you have to balance competing pressures and concerns, and there's no easy answers.

➔ The **strategic change** and **participative action-planning sessions** we facilitate help:

- ❑ **Focus your change effort** and think carefully about **aims, scope and your expectations**
- ❑ **Explore the environment** in which your change is happening and **the key drivers**
- ❑ **Identify strategic issues**, challenges, guiding concepts and ask the hard questions
- ❑ **Systems map your change** and see subtle impacts and often unexpected flow-ons
- ❑ **Plan steps, frameworks and strategies** to make change happen.

You can't do change alone. You might start small with a strategic change group, but at some point you'll want to involve more people in the planning process.



➔ We also **facilitate joint action-planning** workshops with broader cross-sections of people from your organisation that help to:

- Enlist support**, gain extra perspective and build understanding about your change
- Begin** the process of developing a **shared vision** of your change
- Gather** ideas on potential **strategic improvement areas** or implementation strategies.

➔ We **customise this change support service to your context**. Topic areas can include:

STRATEGIC... Planning for Change	DESIGNING ... Ideas into Action
<ul style="list-style-type: none"> <input type="checkbox"/> Scanning your change environment <input type="checkbox"/> Scoping – what this change involves <input type="checkbox"/> Identify key issues/improvement areas <input type="checkbox"/> Systems mapping your changes <input type="checkbox"/> Checking change assumptions <input type="checkbox"/> Guiding principles & challenging mindsets <input type="checkbox"/> 5 Step planning model for change <input type="checkbox"/> Options, ideas, blueprints & specifications 	<ul style="list-style-type: none"> <input type="checkbox"/> Designing: steps, strategies & processes <input type="checkbox"/> Change readiness: work out where to start <input type="checkbox"/> Diagnostics – find change leverage points <input type="checkbox"/> Change obstacles and potential pitfalls <input type="checkbox"/> Mobilising change coalitions <input type="checkbox"/> Sustaining: how to keep change going <input type="checkbox"/> Managing relations, creating commitment <input type="checkbox"/> Communicating and informing people

➔ Here's 5 Change Stages we use to work with senior management change leaders:

A 5 Stage Change Process
<p>1. Work out What to Change: define the scope of change and main focus. <i>What is in it or not in it? What are constraints/limits, givens, possibilities and expectations?</i> This stage also involves situation analysis (<i>'Where are we now?'</i>) and setting clear performance goals/challenges and milestones</p>
<p>2. Design the Change: designing & estimating the scale of the change effort (<i>'How do we get there?'</i>), mobilising the will to change and attracting buy-in. The change plan should address how to forge a guiding coalition (the advocates/champions for change), how to involve /mobilise people and have clear tools, deliverables and timeframes.</p>
<p>3. Develop a Shared Vision: involving a broad spectrum of people in developing a shared vision (<i>'Where do we want to be?'</i>), building commitment and conviction by awareness-raising (<i>'Why are we changing?'</i>) and constantly communicating the vision & strategy (<i>'What's good about doing this?'</i>).</p>
<p>4. Starting to Change: This is the <i>'doing bit'</i> – the crucial getting started phase. It involves equipping people to generate change ideas, take action, trying out the changes, seeing what happens then monitoring and correct. This also involves providing a framework for learning and participation in change and opportunities to air feelings and exchange views with staff, managers, stakeholders</p>
<p>5. Embed the Change: Finishing off the change phases by embedding results, relationships and learning (<i>'Did we get there? How can we stay there?'</i>), celebrating the benefits (<i>'Was it all worth it?'</i>) and reflecting on what we learned for next time. Chalk up the wins – celebrate at each milestone and be patient. You will encounter setbacks</p>



9. Preparing People for Change...



The way people personally respond to change is critical in determining how much, how well or even whether they'll change at all. The **first step** in a well-thought-through change program is **preparing people** for it.

Preparing People for Change is a constructive 1 or 2-day awareness-raising session that **focuses on the personal side of change...**

“People change what they do less because we shift their thinking and more because we influence their feelings”: John Kotter

Change is by nature often **complex, dynamic, scary** and **messy**. Coping with it is **stressful**.

- ❑ **People often feel overwhelmed** or powerless facing major change over which they feel they have little or no control. Its **unpredictability unnerves many** – even those in control of it. *It's twice as stressful for those who don't feel much in control of it at all!*
- ❑ While **some enthusiastically embrace change**, many more **have experienced 'bad change'**, which has left them feeling pessimistic, deflated, cheated or change-fatigued.
- ❑ **Providing people with personal skills** to help them understand the dynamics of change, engage with it more constructively and increase their level of **personal 'change-ability'** often gets **under-played or overlooked entirely**.

Preparing People for Change works on the idea that **learning HOW to change is a critical skill**. People need access to change skills and tools to build the confidence that they can change and **increase their level of personal 'change-ability'**.

- ▶ **Preparing People for Change** helps staff find answers to questions like:
 - ? “What feelings do I have about this change and how is this affecting me?”
 - ? “What are my real concerns about this change – and how real are they?”
 - ? “What's my orientation to change – what opportunities might it present?”
 - ? “What would help me get on board with this change”?

➔ **Preparing People for Change** paves the way for **smoother change transitions** and more **positive, change-supportive cultures**. It gives staff safe and open opportunities to:

- ❑ Understand the dynamics of change and how to manage it better personally
- ❑ Identify impacts change has on them and reflect on their responses and reactions to it
- ❑ Reduce uncertainty and negativity, convert anxiety into constructive change energy and equip them with tools to navigate their way through change and engage with it positively
- ❑ Increase their level of personal **'change-ability'** and build their capacity and willingness to participate meaningfully in change



➔ Topics we touch on in Preparing People for Change include...

SESSION 1 ... Preparing for Change	SESSION 2 ... Personal Side of Change
<ul style="list-style-type: none"> <input type="checkbox"/> How people change – and why we hate to <input type="checkbox"/> Change-ability – taking your change temperature <input type="checkbox"/> <i>Why change is difficult: facts, fears, fantasies?</i> <input type="checkbox"/> <i>How I respond to change</i> – attitudes/reactions <input type="checkbox"/> 4 Transition Phases in the Change Cycle <input type="checkbox"/> Identifying change opportunities and threats <input type="checkbox"/> Engaging with change: models and strategies <input type="checkbox"/> The emotional side – how you feel about change <input type="checkbox"/> Dissecting reasons for resistance/reluctance and the feelings and thoughts behind it 	<ul style="list-style-type: none"> <input type="checkbox"/> Emotions mapping – feeling around change <input type="checkbox"/> Getting ‘unstuck’: leaving the past behind and unblocking the culture <input type="checkbox"/> Learning from past change: change lifelines <input type="checkbox"/> Change limiting and empowering beliefs: reframing mental models about change <input type="checkbox"/> Changing mindsets – changing cultures <input type="checkbox"/> Developing a personal change vision <input type="checkbox"/> Harnessing change support: identifying your personal assets and liabilities <input type="checkbox"/> <i>Where to from here: personally preparing/ planning to handle change</i>

Preparing People for Change doesn't work if they feel coerced to 'toe-the-line' (even if this is the ultimate outcome we'd like). **We think getting good results rests on 4 key principles:**

- Consciousness-raising not compliance:** The program isn't about forcing people to "change their minds about change" – it's about raising their level of awareness about how they respond to change and strategies and tools for handling it better.
- Future-Focused – leave the past behind:** Dwelling on the past allows resistant attitudes to entrench and exacerbates resentment. While we devote time to airing feelings of grief, loss or anger, many respond better to a future-focus – putting the past behind rather than be ruled by it. This also helps create a positive change vision people can sign onto.
- Cultural Re-vitalisation:** Part of the program addresses the cultural dimension of change – sensing current culture, seeing how change supportive it is and identifying change-negative aspects and at ways to alleviate these.
- Changing Thoughts/Feelings:** Nothing changes unless we first change our thoughts and feelings. We focus on helping people become more conscious of the impact of their emotions and mental models on how they see change.

The Emotional Side of Change

When it comes to change, heart comes before head. Emotions are at the bottom of all successful change. How is this so? It's because change brings up primal feelings like fear, apathy, anxiety, threat and uncertainty. Change – our experience of it, resistance to it as well as our willingness to do it – is primarily emotional. Feelings dictate what action we take, so we won't take action around a change until we change the feelings that may block us. If changing our feelings is what makes us change, then emotions play a key role in both helping us to change and also stopping us from changing! We all need to be *emotionally convinced* first – overcome negative feelings and develop positive, hopeful feelings about change – before we can engage with it in any logical way. So *what needs to change first?* That's right – our *feelings* about change.



10. Leading Change Management...



When you boil it down, leadership is largely about leading people through change. Leaders are the key drivers of change. They play a pivotal role in preparing people for it, then leading them through it. No matter what your specific job, managers everywhere now need to be more change-adept. In a word, we all need to become change leaders.

We run a practical and popular **2-day program on *Leading Change Management*** to equip your leaders and managers with the tools to handle change with more poise and purpose

“To me, the simplest definition of leadership is ‘the ability to produce change’.

Interview with Peter Senge from FC issue 24, p. 178 (www.fastcompany.com)

The capacity of managers to **initiate, lead and sustain change** is a major foundation for creating better workplaces. **Change leaders can come from anywhere** in your organisation.

They’re **instrumental in leading, modelling and setting the scene** for change. They’re the people you rely on to:

- ❑ **Communicate clearly about change** in ways others can understand
- ❑ **Shape a vision** staff find comprehensible and can sign onto
- ❑ **Build momentum, mobilise effort and commitment** and **get people into action** then...
- ❑ **Facilitate them through it**, while managing the inevitable obstacles along the way.

There’s no doubting it, **learning how to lead change** is a critical skill that **underscores successful implementation**. So **equipping your change leaders with the tools, models and confidence** to do their change work well is essential to sustain change capability and create self-sufficiency in your organisation.

- ▶ ***Leading Change Management*** helps leaders explore key change questions like:
 - ? What skills and tools do I need to lead and manage change well?
 - ? What can we do to prepare people for ‘change roll-outs’?
 - ? How can we do to bring staff along and get their commitment and participation?
 - ? How can we get people to see what these changes are really about?
 - ? How can we reduce the level of anxiety, confusion and misunderstanding?
 - ? How can we get people to engage with and give us input to this change?

Leading Change Management is for those **responsible for leading, planning and facilitating change** at any level. This 2-day forum gives a good solid grounding in **practical concepts, tools and frameworks** to effectively **initiate, plan, lead and monitor change** – and critical practice areas and steps leaders to know about. Our program helps leaders to:



- ❑ **Understand** roles change leaders play, common elements behind successful change and how the 5 Disciplines can expand your change capability
- ❑ **Grasp** some key ideas and principles about leading successful change and focus on the critical practice areas and steps leaders really need to know about
- ❑ **Design** effective change strategies to mobilise people, harness commitment and equip leaders with a set of tools and frameworks they need to do their change work well
- ➔ **Leading Change Management** is accessible as a public program or as a module you can integrate easily into your in-house change strategy. Here's a **profile of our public program**, which can be tailored to your specific needs:

DAY 1: What Change Leaders need to do...	DAY 2: Change Tools & Frameworks...
<ul style="list-style-type: none"> ❑ Nature of change – the change leader's role ❑ Perennial principles behind effective change ❑ Engaging with change: models and strategies ❑ 5 Step planning framework for change ❑ Leading change with the 5 Learning disciplines ❑ Why change fails and does it have to? ❑ Guidelines to lead people through change ❑ Systems thinking – challenging mindsets ❑ Leveraging the cultural dimension of change ❑ Change relationships: Getting involvement ❑ Preparing and planning for change ❑ Change readiness: working out where to start ❑ Shared vision: key change tool for leaders 	<ul style="list-style-type: none"> ❑ Mental models – thinking about change ❑ Personal mastery – people side of change ❑ Designing and mapping change processes ❑ Facilitating and working with change teams ❑ Influencing through change conversations ❑ Generating change ideas and options ❑ Mobilising the energy of change teams ❑ Learning teams: the change action cycle ❑ Conducting change conversations ❑ Starting to change: setting goals and actions ❑ Participation and commitment-making ❑ Implementing and embedding change ❑ Setting personal goals as a change leader

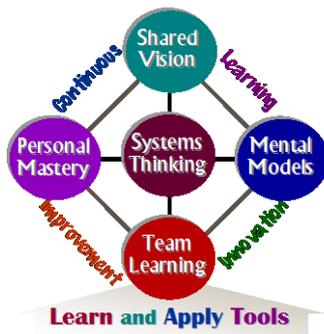
Some key features we build into **Leading Change Management** include –

- ❑ **5 Disciplines:** the program looks at leading change through the lens of Senge's 5 Disciplines – *Shared Vision, Mental Models, Personal Mastery, Team Learning and Systems Thinking.*
- ❑ **Toolkit-based:** Leaders receive a **comprehensive self-directed learning guide** which features a range of change tools they can use and practice in their change-work.
- ❑ **Real change challenges:** leaders bring along a **real change challenge** to work on during the program – . a change they're currently involved with or contemplating working on.
- ❑ **Practice steps:** during the program, leaders **try out tools on their change initiative** – systems map it, develop a change vision, and design change processes and strategies
- ❑ **Change Plans:** At the end of the program, leaders **develop a detailed change plan** for their initiative and a **personal action-plan** for building change leadership capacity.



11. The Lens of the 5 Disciplines

Five Learning Disciplines



Peter Senge’s **5 Disciplines** offers a **useful framework** to see where and why change efforts fail or succeed.

In our Leading Change Forums, **we describe them as lenses** through which to view *what’s going on, what needs to go on and what can go wrong*, with your change process. **As you change lenses**, you view change from different angles and see new possibilities – things you can do – as well as and things you didn’t or should have done...

The 5 Disciplines give leaders a useful framework to build change capability, as well as understand both the dynamics of – and the practices behind – planning and running effective

change processes. Each Discipline consists of:

- ❑ A set of **principles and practices** to build your change leadership capability...
- ❑ **Guiding ideas, concepts and tools** to assist in bringing the disciplines to life when you apply them to real change challenges...

While they don’t lead to a simple, 5-step model for ‘doing’ trouble-free change, they provide crucial perspectives and common leverage points for avoiding many of the common pitfalls.

➔ Here’s a **summary of the 5 Disciplines** and their change applications...

Shared Vision: The key vision question is *‘What do we want to create together?’* Taking time early in the change process to have the conversations needed to shape a truly shared vision is crucial to build common understanding/commitment, unleash people’s aspirations/hopes and unearth reservations and resistances. Leaders use tools like positive visioning and dialogue to forge common meaning and focus

Mental Models: A key to change success is surfacing deep-seated mental models (*beliefs, values, mind-sets and assumptions that determine the way we think and act*). Getting in touch with the thinking going on about your change, challenging or clarifying assumptions and reframing is essential. For example: *Do people see your change as the latest management fad or a chance for a better future?*

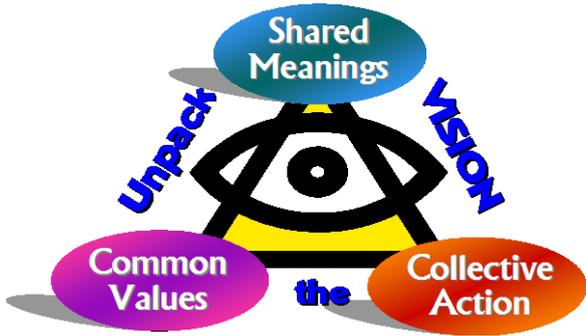
Personal Mastery: Profound and lasting change rests on our personal level of *change-ability*. *Personal mastery* is the human face of change – to manage change relationships sensitively, to be willing to have our own beliefs and values challenged and to ensure our change interactions and behaviours are authentic, congruent and principled.

Team Learning: happens when teams start *‘thinking together’* – developing reflection, inquiry and discussion skills to conduct more skillful change conversations with each other which form the basis for creating a shared vision of change and deciding on common commitments to action. It’s also about teams using the action learning cycle in a disciplined way in their change-work

Systems Thinking: is a tool to better see interrelationships that underlie complex change situations rather than simplistic (and mostly inaccurate) linear cause-effect chains. It enables teams to unravel the often hidden subtleties, influences, leverage points and intended/unintended consequences of change plans and programs. It leads to deeper, more complete awareness of the interconnections behind changing any system and helps teams *map* and analyse situations, events, problems, possible causes/courses of action to find better (and often not obvious) change options/solutions.



12. Shaping a Shared Vision



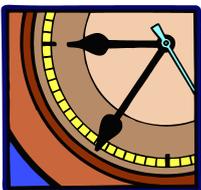
Shared vision is where most change efforts need to start. The natural trend is to resist or ignore change until someone helps us see the destination clearly and the significance of being there. We facilitate various **vision-setting activities** for different organisational levels – senior management teams, mixed cross-sections, change teams, individual work units and stakeholder groups...

*“Vision plays a key role in producing useful change by helping to direct, align, and inspire actions on the part of large numbers of people.” John Kotter *Leading Change* p. 7*

Most change efforts **pay lip service to shared vision** but gloss over the ‘shared’ bit. Unless people willingly sign on to your vision – your change won’t attract ‘take-up’ in the long term.

- ❑ You need a **clear, compelling case** about where ‘*all this change stuff is heading.*’ **Shared vision educates, awareness-raises, inspires and gets buy-in.**
- ❑ **Taking time early** in the change process to have **conversations and dialogues** needed to **shape a truly shared vision** is crucial to **build common understanding, commitment**, unleash people’s aspirations and hopes and unearth reservations and resistance.
- ❑ Shaping a shared vision is basically a **facilitated process** of bringing people together to exchange their **hopes, projections and plans** about the future.

➔ Here’s a **vision test** John Kotter recommends. *You may want to try it....*



*“A useful rule of thumb: Whenever you cannot describe the vision driving a change initiative in five minutes or less and get a reaction that signifies both understanding and interest, you’re in for trouble” *Leading Change* pp. 8-9*

➔ We **facilitate** various **vision-setting activities** for different organisational levels – senior management teams, cross-sections of staff, individual work units and stakeholder groups

You may think this shared vision work has already been done higher up, under the banner of a broad strategic change agenda mapped out in *future directions* documents. This is rarely so. **We often find little gets done on the detailed process of creating a shared vision.**

- ❑ Shared vision is people engaging in **ongoing dialogues** they participate in **as partners**
- ❑ Most people **won’t have had a chance to engage in a real shared-vision process.** And it can really **give your change process a boost** when they are genuinely invited to...
- ❑ There’s often **much more work to do on refining the vision** of why we’re changing, and **translating vision into something that makes sense** and people can relate to and enhance at operational level. We call this ‘**unpacking the vision**’



13. Change Communication Plans



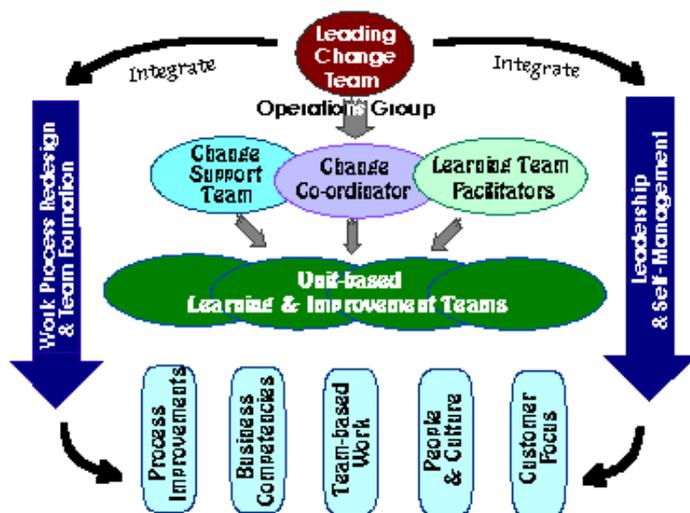
Most change suffers **'under-communication'**. Behind a good change communication plan is a will to get out there and really talk *with* people, not *at* them. We help you and your change teams plan for **crucial communication events**, engagement strategies and consultation issues around their change

A change plan isn't just a **paper exercise**. It can't be accomplished *solely* through emails, reports, isolated briefings or set speeches – no matter how compelling. And it's not just about mapping communication chains of *'who should talk to who?'* either. A good change communication plan should **identify the key messages** and communication events for your change, then identify the **best communication strategies** for your organisation.

- ? Who's the best person to deliver change news? Which media is best to use?
- ? How can we encourage open dialogue and debate about the change issues?
- ? How can we make it safe to let people tell us their fears and reservations?
- ? How can we involve people in the change conversations we need to have?

In developing the plan, be responsive to the questions uppermost in people's minds to minimise the confusion any change announcement inevitably brings. Things like:

- ? Why it is necessary to change and what is the aim of the change?
- ? What will change and to what extent will it change? What won't change?
- ? How is this change different from what we have now or from previous changes?



Frameworks for Change

Change doesn't normally happen just through the usual structures. You need to set up special groups to drive it. Some we suggest include:

1 – A Leading Change Team: an executive team, who plan the overall process, identify its scope, driving concepts, performance requirements and provide strategic direction.

2 – Change Support Team: A small group (usually no more than 3-5) who co-ordinate and plan detailed process steps and strategies, set goals, monitor progress and adjust change processes.

3 – Workplace Change Teams: small cross-sectional groups of 5-8 staff/management reps that concentrate on a common workplace change or improvement area and are the chief vehicle for driving change at workplace level

4 – Change Facilitators: guide change teams and facilitate them through the process.



14. Talking through Change...



Real change isn't built on one-hour briefings, snappy presentations, elegant flowcharts or emails. It's built on good conversations. The calibre of conversations leaders have is a telling indicator of change success.

We run both 1 and 2-day coaching clinics on **Talking through Change** to get your change-talk up to speed.

Conversations are **at the core of all sound change initiatives**. If one thing distinguishes change-adept organisations from those where change is more troublesome, it's their ability to conduct **compelling, candid change conversations**. Through change conversations we:

- ❑ **Shape** a shared vision of change and talk over **issues, strategies, goals and actions**
- ❑ **Connect** with others, cope with resistance and **understand differing viewpoints**
- ❑ **Influence, inspire** and **create compelling pictures** of a new change future
- ❑ **Gain commitment**, mobilise people, **allay fears**, and **reduce resistance**
- ❑ **Learn together**, tackle problems, **share ideas** and **formulate effective change actions**.

“Powerful conversations are fundamental instruments of change. They’re the most effective tool available to communicate, ingrain, and ensure the success of organisation-wide change.”
 Phil Harkins Powerful Conversations p. 109

During the early part of any change process, it's essential to work on conversational skills and tools. Without this conversational foundation, people find it difficult to talk well about change.

➔ **Talking through Change** is an **intensive conversational coaching clinic** designed to:

- ❑ **Highlight** the essential **features, formulas and practices** of good change conversations
- ❑ **Provide** practice in tools of **dialogue, skillful discussion** and **persuasive conversation**

Our intensive coaching clinic on change conversations covers conversational topics like:

Structuring a Change Conversation	Change Conversation Tools Practice
<ul style="list-style-type: none"> ❑ Do you have change debates or dialogues? ❑ 5 stages in good change conversations ❑ Different kinds of change conversations ❑ The <i>‘Why are we changing?’</i> conversation ❑ Vision conversation: the errors we make ❑ Obstacle conversations – finding solutions ❑ Commitment conversation – getting action ❑ Tools for better change conversations 	<ul style="list-style-type: none"> ❑ Generating change ideas in conversation ❑ Using dialogue in change processes ❑ Practice: conducting a change dialogue ❑ Practice: conduct a vision conversation ❑ Conversation mapping – thinking together ❑ Skillful discussion: dissect a change issue ❑ Handling difficult change conversations ❑ Conversational steps to engage resistance



15. Working with Change Teams...



Whatever you call them, **Change teams** are the vehicle to plan and action change.

They're the vital link between designing a change and implementing it. Making sure they have the tools and know-how to carry out your change is a critical key to success.

Our series of learning modules on **Working in Change Teams** helps you to set up your team, gets them started and provides useful tools to support them in their change work.

"No one individual, not even a monarch-like CEO, is ever able to develop the right vision, communicate it to large numbers of people, eliminate all the key obstacles .and lead dozens of change projects all on their own." John Kotter Leading Change pp. 51-52

No-one can change a workplace single-handedly. Most change is far too complex for that. It takes **co-operation from many people**. Change needs **many perspectives, many ideas** and **many minds and hands**. This is where **Change Teams** come in.

- ❑ Change is almost always better when there's **direct participation** from staff. This means **finding ways to involve people meaningfully** in managing the change themselves – with **appropriate support** at what we call key 'crunch-points' in the process.
- ❑ To do effective change, you need to **enlist a broad base of people** and give them **tools so they can action your change** process. Change teams are a strategy to promote this.
- ❑ Almost all the **action-planning, problem-solving, option-generating** and **implementing** you do around change **happens through change teams** of one sort or another.
- ❑ Setting up change teams is also a **strategy for diffusing new learning** around the organisation – and **for sustaining change** and holding it in place.

➔ Although **change teams differ**, all seem to **follow a similar, general process**. You'll need to:

- ❑ **Get a team together**, get oriented, get organised and get started
- ❑ **Work out** what needs changing and clarify the scope and outcomes
- ❑ **Find out** what's happening now and where to start with change
- ❑ **Develop** a shared vision of your change initiative
- ❑ **Explore** key concepts and current thinking around the change initiative
- ❑ **Identify** information you need and how you plan to collect ideas people have
- ❑ **Consult** people about changes and get their buy-in
- ❑ **Generate** options for change then get agreement on direction to take
- ❑ **Decide** the best way to implement and make the changes happen



Change teams can also take many forms and have few or many people. It may be an **executive team** looking after the big picture, a **cross-functional team**, **learning team** or **project group** working on a specific innovation or improvement area or even an **intact work team** that puts aside time to work out some better ways of doing things. In our experience, you'll end up with several change teams doing different things over time.

But if you want change teams to be effective, you can't just put them together, leave it at that and hope for the best. **Change teams tend to flounder left solely to their own devices.** They need ongoing support: **space to learn together**, **time to plan** approaches and **practise tools** to help them with change. They need to **work on how to work well as a team** too.

➔ Our **series of modules on Working in Change Teams** can **kick-start** your team. We help them **work through steps, tools and activities** to handle change, get it moving forward and **steer them through the 'sticky bits'** that arise in any change. They cover how to:

- ❑ **Scope** your change, **set goals** and targets and **put together an action plan**
- ❑ **Consult**, communicate with and **get others involved** and participating in change
- ❑ **Collect** information, **generate and share** ideas – and consider **alternatives & options**
- ❑ **Apply** different **change tools and models** at various points in the change process
- ❑ **Make** decisions, **maintain teamwork**, stay on-track and **handle problems** that crop up

➔ Teams concentrate on the **actual change improvement area** they're working with. While we **tailor modules** to your specific needs, the **modules deal with topics** that can include:

MODULES on... Working with Change	MODULES on... Tools for Change
1. Roles and responsibilities of change teams	10. Defining your change vision and goals
2. Working together as an effective team	11. Putting together change plans
3. Understanding change and its processes	12. Flowcharting and work process analysis
4. Using Action Learning for change projects	13. Situation analysis and systems thinking
5. Facilitating good change meetings	14. Data collection and analysis
6. Key concepts for successful change	15. Workplace briefings/consultation sessions
7. Having a good change conversation	16. Generating ideas and presenting options
8. Encountering change resistance	17. Group problem-solving & decision-making
9. Handling communication and consultation	18. Implementation – planning change action

➔ Each **Working in Change Teams** module takes about **2-3 hours** and **modules can be combined in different ways** to form 1 or 2-day learning blocks. Other features include:

- ❑ Provision of a **change guide and set of tools** for each module teams can use and follow
- ❑ Change **coaching and facilitation support** to help teams get over hurdles and bumps
- ❑ **Skills transfer to your own internal change leaders** to enable them to **run change team training themselves**



16. Challenging Change Resistance...



One of the biggest worries for most change leaders is “*What do we do with the resisters?*” Sometimes, this almost eclipses their ability to focus constructively on the change itself. Resistance is natural, but left unchecked for prolonged periods it can spread, infect others and become a big block to change.

We run a 1 or 2-day clinic on **Challenging Change Resistance** for change leaders who need to learn how to handle these difficult change moments better...

"People don't resist change. They resist being changed!" Richard Beckhard

Change resistance always seems to be at the forefront of people's minds. No matter how good a job you do as a change leader, you're still highly likely to encounter confusion, trepidation or antagonism. The reality is that:

- ❑ Many **change initiatives flounder** because we fail to pre-empt or prepare for people's reactions. Understanding what they need to **buy in to change** is essential for success
- ❑ **Denial, hostility, frustration**, a sense of loss of control and helplessness are **normal change reactions** everyone experiences at some time.
- ❑ **But prolonged exposure** to these feelings **detracts from personal/organisation change-ability** and can **start to stall your change momentum** in the long run.

Just like you plan for any other aspect of change, you can also **plan to proactively manage resistance**. In the early stages of any change process, it's wise to **map potential resistance points**, develop **strategies to manage and engage with resistance** and **prepare a resistance management plan**.

➔ **Challenging Change Resistance** helps managers and leaders understand resistance and come to grips with managing it better. This clinic concentrates on **the anatomy of resistance, how to handle difficult change moments better** and aims to help those responsible for managing change...

- ❑ **Connect** with the **thinking and emotional patterns** that bolster resistance
- ❑ **Assess** the **impact and risk** associated with various types of resistance
- ❑ **Practise** strategies to **engage and challenge** resistance constructively yet sensitively

➔ Topics we touch on in **Challenging Change Resistance** include:



SESSION 1: Understanding change resistance

- Dissecting the dynamics of resistance
- Different types of change resistance
- Natural resistance: why change efforts fail
- Typical reasons people resist change
- Systems mapping sources of resistance
- The emotional side of change resistance
- Systems mapping sources of resistance
- Root cause analysis charts of resistance

SESSION 2: Engaging with change resistance

- Understanding and comparing change stories
- Dealing with defensive routines and emotions
- Strategies for challenging resistance
- Talking through change resistance
- Connecting with change resistance
- 7 levels of intervention for resistance
- A 5-step process for engaging resistance
- Developing a resistance management plan

➔ We don't all **resist change for the same reasons**, from the same emotional or mental space. Here's **common reasons** we've come across for **why people resist change**. ...

? Which ones are you encountering the most at the moment with your change effort?

- Lack of shared vision:** can't picture the change or get on board with the vision
- Emotional Blocks:** change engenders fear or threat – the fight-flight response
- Complacency:** attachment to old ways – thinking things are OK as they are.
- Confidence:** no confidence in the change process, plan or it's implementers
- No time:** pressured by current workload into feeling there's no time to change
- Risk:** the risk of changing is felt to be greater than the risk of staying the same.
- Interruption:** seeing change only as a de-stabiliser to well-established routines
- Social solidarity:** siding with change-resistant peers to retain the relationship
- Competence:** fear we don't have the skills or 'know-how' to handle the change
- Fatigue:** feeling fed-up, overwhelmed, overloaded or totally "changed-out"
- Scepticism:** a natural, sometimes justified reaction to question change benefits
- Lack of involvement:** not having a say in creating or participating in the change
- Hidden Agendas:** suspecting the change promoters of less-than-noble motives
- Communication:** not enough information about the change to make up my mind
- Bad idea:** not all changes are for the better technically, morally or socially
- Self interest:** loss of status, significance, authority leads to fear costs of change
- Historical:** issues with the organisation over it's previous poor change record
- Credibility:** not trusting in the competence or honesty of people leading change
- No Pay-back:** seeing little or no personal benefit for me in the change – *WIFM?*
- Resources:** seeing the change as unworkable due to inadequate resourcing
- Expediency:** seeing change as spawned by political expedience not conviction



17. Our Change Experience...



Bill Cropper is the principal consultant for **The Change Forum**. He's had a wealth of practical, on-the-ground experience with strategic change management, work process redesign, leadership learning, organisational restructuring, coaching and facilitation in all sorts of work settings and cultural contexts...

Bill's been **giving organisations a hand with change** for more than 15 years, pioneering innovative approaches and helping senior executives, managers, change leaders, project groups and workteams learn how to navigate their way through change.

- ❑ Many organisations ranging from roads, rail and revenue to health, police and construction, have benefited from his versatile process consulting, training, facilitation and change design skills and his comprehensive capabilities for managing big picture change, facilitating change teams and training change leaders
- ❑ Bill's been a preferred consultant and coach for many public sector agencies and has contributed to building the learning, leadership and change capacity of a wide range of federal, state and local government agencies across Australia.

Bill promotes **participative approaches to change**. He's a robust advocate of team-based learning and leadership as key to successful change. His assignments consistently embrace coaching and skills transfer as a fundamental strategy in strengthening the learning capacity of organisations to be more self-reliant in managing their own change processes. **His change-work has encompassed:**

- | | |
|---|---|
| ❑ Organisation Restructuring | ❑ Strategic Change Management |
| ❑ Work Process Analysis & Redesign | ❑ Training Design Teams and Facilitators |
| ❑ Organisation Learning & Leadership | ❑ Group Facilitation and Training |
| ❑ Business Process Analysis | ❑ Management Coaching/Development |
| ❑ Strategic & Business Planning | ❑ Work-based Action Learning |
| ❑ Team Formation & Development | ❑ Culture Change & Capacity Building |
| ❑ Training Change Leaders | ❑ Creation of Change Resources |

As a facilitator, Bill has a down-to-earth, out-going and relaxed style; personal mastery of a wide range of facilitation tools, techniques and processes and works comfortably with people from all levels and backgrounds. He's also an experienced and prolific writer of process guides and toolkits to support workplace change and learning.

Bill is keenly interested in the benefits of conversational coaching, team-based work design, emotional intelligence, organisation renewal and the application of Peter Senge's 5 Learning Disciplines to strengthen leadership-learning capacity in organisations. For the last 5 years, he's delivered extensive rounds of Leadership Learning Forums and Coaching Clinics on constructive conversations, working with emotional intelligence, change leadership, and cultural and team renewal for thousands of managers, team leaders and professionals from backgrounds as diverse as disabilities, police, community services, education, tourism, health, housing, transport, public works, primary industry and local government.



Our current suite of public 2-day leadership clinics and learning programs are also presented in-house on request and can be tailored to specific team or organisation needs. These currently include: *[Follow links to brochures or download at www.thechangeforum.com/Programs.htm.]*

- Leading [Change Management](#)
- Leading [Culture Change](#)
- Leading through [Conversations](#)
- Dealing with [Difficult Discussions](#)
- Leading with [Emotional Intelligence](#)
- Emotional Intelligence [at Work](#)
- Teaching with [Emotional Intelligence](#)
- Leading through [Teams](#)
- The [Coaching Leader's Clinic](#)
- Leading [Learning Schools](#)

More information on these programs plus free [FactFiles](#) and [Newsletters](#) are available for download on-line – or by all means **contact us direct**. Bill also provides **personalised [leadership coaching services](#)** and a range of customised **team-building and team development** activities under the banner: ***Working Better Together.***

18. What does it cost?

Please contact us to discuss your needs and obtain a tailored quote. We can assist in numerous ways ranging from a short guest speaking presentation, through delivery of **1-day seminars, 2-day learning events**, a series of **structured change support programs** to support for an extended change project.

Programs come complete with comprehensive change guides for up to 15 people. Prices vary according to location/numbers and whether you look after the venue, equipment-hire and catering or we do...

The ability to manage change and make it happen rapidly and smoothly is one of the keys to organisational vitality, renewal and success... So if you need a hand handling change, get in touch with us now to discuss your change challenges.

Contact:

Bill Cropper

Director & Principal Consultant

The Change Forum

ABN 52 074 816 470

Tel: 07-4068 7591

Mob: 0429-687 513

Fax: 07-4068 7555

Post: P.O. Box 136, Mission Beach Qld 4852

Email: consult@thechangeforum.com