# Numark Core Leadership Module

Change Management

**Session Objectives**

By the end of this workshop you will be able to:

- Explain the drivers for change

- Recognise the diversity of change

- Identify the impact of change on themselves, employees and the business

- Explain the predictable stages of change and develop techniques to manage both themselves and the team through change

- Be able to explain the critical success factors to manage change effectively

# What is Change Management?

**"Minimising resistance to organisational change through involvement of key players and stakeholders**

## Why does change happen?

*External factors*

- Political
- Economic
- Social
- Technological
- Environmental
- Legislative

*Internal factors*

- Growth
- Strategy
- Competition
- New skills
- Customer Needs

## Why should we encourage change?

- **Change is inevitable**!  If we didn't change how could we improve?

- Businesses that thrive are the ones that look for new ways to solve problems or work more effectively.

- Sometimes even the small changes we put in place can make a big difference.  It is about always looking at what is the business case for making that change and the benefits it will bring.

- Although Change is very often 'uncomfortable' pushing ourselves and the team through this, can very often result in a better outcome overall.

# The critical success factors to managing change effectively

**3 key factors:**

1. Understand people's reaction to change

2. Allow people to adapt & accept change

3. Manage organisational factors

## 1. Understanding people's reaction to change

Individual's reaction to change can be predicted and is generally a negative response based on;

- **A sense of unfairness in the way that employees have been treated** – this is just based on unwritten beliefs & assumptions that when things are done over a period of time, they will just continue. So when change is introduced, people feel it is unfair. People start to say "We never had to it before…." or "after all I've done, look what they've decided".

- **Personal uncertainty and insecurity about the future** – people focus on the impact the change will have on them, even if they are not directly affected by the change. This can involve people doing many things to protect their position to include an increase in defensive behaviour and increased speculation and rumour.

- **Perceived powerlessness –** you might hear people saying 'There is nothing we can do about it' 'They don't ask for our opinion'…When people have feelings of powerlessness this can lead them to have a lack of commitment or real interest in a change.

- **Resisting the need to adapt to change** – when things change a need is created for individuals to adapt. If individuals do not accept the change by making the necessary transition, their behaviour and performance will not be as effective. Common phrases are 'I don't see the point" "This change is a mistake" will often be heard.

- **Peer pressure** – not wanting to affect the status quo. Sometimes people are just carried along by peers saying things are a bad idea and they believe it too. Very often people can make assumptions by listening to other people's rumours or gossip about a situation.

- **Being moved out of their comfort zone** – it feels uncomfortable to do things differently.

- **Admitting they were doing it wrong in the first place** – some people do actually resist change because that could be admitting they are doing something wrong in the way they currently do something.

## 2. Allow people to adapt to change

## Reactions to change
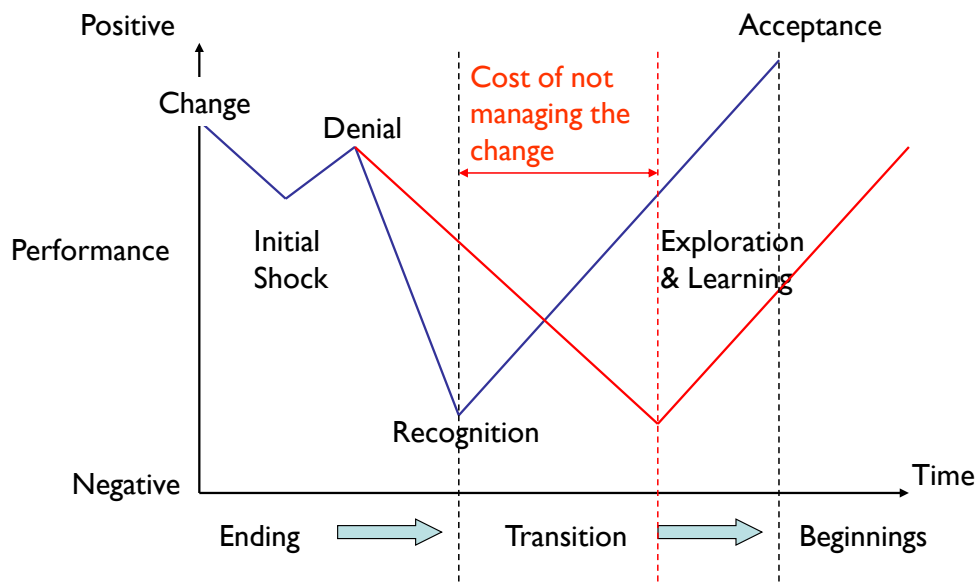
# The Transition curve

People essentially go through a transition of change and it is the manager's job to guide people through the transition.

When the initial change is announced, there is a period of initial shock, followed by denial.  During denial their performance actually goes up as they do not believe the change will occur or choose to ignore it.

Then performance drops as they begin to recognise that this change is taking place, before they are moved through transition to acceptance.

## Endings

Surprisingly every change begins with an ending.  People find endings difficult because they can be painful and this is why people first of all try to fight them and show resistance.  It can often leave people in a state of confusion as to **why** things must change.  Initial feelings of shock are often replaced by anger or sadness as there is a gradual realisation of the change.

## Transition

After endings have been made, an individual's attitude towards the change is likely to be more negative than before the change took place.

Transition requires moving from a familiar past to an unknown and uncertain future.  People can often feel lost, confused, disorientated, depressed or unfocused here.

Hence why performance and motivation can hit a low, being in the transition stage can be a bit like crossing an unfamiliar street in the fog, it can feel frightening and confusing but you must keep people moving

This stage **cannot** be skipped – it is about applying the right skills and understanding how people can be moved forward

## "Success always looks messy in the middle – this is the area we need to manage"

**Beginnings:**

For every ending, there is a new beginning. It still might feel a bit uncomfortable and strange at first, but slowly the change becomes more comfortable and is accepted.

Many companies start with the beginning rather than finishing with it, they pay no attention to the endings or acknowledge the existence of the transition. Then they wonder why people find it so difficult to accept change!

**Key areas to remember & consider during change:**

- the old has to end, before the new is accepted

- individuals WILL react negatively before acceptance is reached

- some individuals remain in denial for longer than others

- exploration is a more gradual process which takes time

- timescale for individuals to go through stages will differ

- it is pointless to expect people to accept change without them going through the transition process

## 3. Manage organisational factors

### Success factor 3: Organisational factors



1. **Communication**
   Critical through every stage of the transition, people kept in the dark will be more resistant to change.

2. **Clarity of future direction**
   Your team need to know what the overall vision of the change is and:

   - they need to be involved with those decisions
   - receive consistent optimistic messages
   - understand the best aspects of the past and what will remain the same to help with the 'endings'
   - have the benefits of change balanced with reassurance about familiar ways of working.

3. **Your Commitment to Change**
   The spotlight will be on you - be a role model!

4. **Individuals perception of the planning and implementation**
   - Give people the confidence that planning has taken place and where possible involve people. The more involvement people have the more control they feel they have also and this can ease the transition.
   - In this way people feel that the change is not something done TO them, but rather WITH them.

5. **Management style and skills**
   This is one of the most influential aspects of change. It is important to know how to manage the team and the right approach to take.

## As a manager you must have passion for change!

**YOU** will need to believe strongly in what you are trying to achieve for **three** reasons:

**Example**
If as managers we don't show that change really matters to us, then we can't expect enthusiasm for it from those who work with us.

**Vision**
Change can often be a long haul; it can be easy to lose sight of where you are going so keep on track.

**Alligators**
*"It is hard to remember your objective is to drain the swamp, when you are up to your neck in alligators!"*

Things will not always go to plan when you are managing change and you will have some alligators along the way!

## Managing people's reaction to change

Good communication and effective involvement are powerful ways of influencing people. But which people? It is important to identify during the change who in your team falls into which category:

**Enthusiasts**

Managing change is difficult to do alone.  Identifying the likely enthusiasts and getting them on side is the first step.  Ask yourself:

- Which individuals possibly stand to gain the most from this change?
- What possible concerns may they have?
- What possible training are they likely to need?

**Gatekeepers**

When managing change you need permission to do certain things, you need resources, money, time, equipment and so on.  These are your gatekeepers, those with sufficient authority.  Ask yourself:

- Who do I have to convince?
- How do I keep them happy?

**Resisters**

In most cases those who resist change are not stupid or malicious.  Their reasons for doing so are perfectly logical, at least from where they stand.  Ask yourself:

- Why are they possibly resistant?
- What could I possibly do to get their buy-in?
- How could I possible involve them?

## Providing information

Provide clear information to all at the same time via a team meeting or individual 1-1s.

**Be clear on:**

- What brought about this change?
- Why was the change needed?
- What options were considered?
- What is the change intended to achieve?

## Involvement: dealing with powerlessness

Ask yourself how could you possibly involve people and help remove their feelings of powerlessness?

**Possibility thinking** – get everyone thinking about how things could possibly be done better/differently.  What else could we possibly do?

**Delegate tasks** – provide ownership and more responsibility across the team, it can help to build acceptance.

**Give people projects** – again increases involvement and if individuals are set projects knowing what the change is, they are likely to find the best ways to implement that change.

**Force Field Analysis** – complete this with the team to identify the forces/reasons for and against a change and then engage the team in ideas of how any barriers/forces against a change could be overcome.  This also helps show people why a change is being implemented.

These activities will also provide you with alternative viewpoints and suggestions that perhaps you hadn't considered with regards to the change.

## WIFM concept (What's in it for me!)

When implementing a change, ensure you have 1-1 discussions with individuals. Try and identify 'what's in it for them' as they are more likely to accept the change if they can see the benefits.

## Keeping the momentum going

You must persevere with a change, even at the lowest points.  Focus on the outcome you are trying to achieve and implement the following:

If something isn't working, **look for new ways of doing things**

**Create short –term wins!** Aim to achieve the change in bite-size chunks and celebrate these successes and praise the team to keep motivation high.

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