

# Change management workshop

# Why 'change management'?

Most changes fail (In private companies, supposedly around 70%)

Apart from doing better change management, what can be done?

Sometimes they fail because **the desired change does not make sense** – misdirected, mistimed, unfocused, uncontrolled

- How are strategies developed and policies decided in your organisation? How are they managed?

Perhaps **the error is to see 'change management' as a special task**

- Separating and 'outsourcing' the process can generate critical problems?
- Staff know the 'change management' routine and respond with cynicism
- Change is everyday and the more it is done, in small steps, the easier it gets?
- Are all managers routinely trained in making change? Are staff routinely trained in how to engage in and handle change?
- 'Drive out fear' – the key to quality but also to change?
- Project management methods

# Kotter's eight steps to transforming an organisation



1. Establish a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for & create short term gains
7. Consolidate improvements & produce still more change
8. Institutionalise new approaches

# Five steps to manage an imposed change

1. Explain the context behind the workplace change.
2. Define what has to be accomplished within a short timescale.
3. Engage the employees in crafting solutions.
4. Engage the employees in testing solutions in practice, and support their daily progress.
5. Explain your criteria and rationale for accepting, revising, and rejecting their inputs.

Adapted from: **Managing an Unpopular Change Effort** Bo Vestergaard, Harvard Business Review online, December 05, 2012

# Why change implementation fails

Common reasons:

- Change effort is not sustained long-term
- Overcommitment – competing priorities
- Under-resourcing

Also:

- Culture of fear / low risk
- Hierarchy
- Inflexible reward system
- Disconnect between change and strategy
- Multiple disconnected changes

Past failure leads to cynicism and fatigue – resistance to new change

**Source: 'Leading Change in a Company That's Historically Bad At It'  
Ron Carucci, Harvard Business Review online, August 06, 2019**

‘Unlucky mistakes’ in managing traumatic change – Rosabeth Moss Kanter

Pressure to act quickly undermines values & culture

Management exercises too much control

Urgent tasks divert leaders from the mood of the organisation

Communication is haphazard, erratic and uneven

Uncertainty creates anxiety

Employees hear it from the media first [or from the ‘grapevine’ IW]

There is no outlet for emotions

Key stakeholders are neglected

It seem easier to cut [staff] than redeploy

Casualties dominate attention

Changes are expedient rather than strategic

Leaders lose credibility

Gloom and doom fill the air

# Managers often know what to do

- But often they don't do it – a human characteristic
  - So is more training the answer?
- Organisational structure and culture can undermine / block behaviour that would be successful
  - E.g.
    - are the penalties for failure more reliable and greater than the rewards for success?
    - no matter what the organisation's policy says, are critical remarks actually welcome?