



TIPS, TOOLS & INTELLIGENCE
FOR DEVELOPING TALENT

2019
TD AT WORK COLLECTION

Securing Buy-In for Change



SECURING BUY-IN FOR CHANGE



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INTRODUCTION TO THE COLLECTION

We all know the certainty of death and taxes. In today's business world, we may as well add *change* to the mix of things to be sure of. And just as few of us have become comfortable with the idea of death and cringe at the thought of paying taxes, so too are our thoughts on change.

To increase the likelihood of success with change initiatives, Jennifer Stanford stresses in the first issue of this collection, "Breaking the Cycle of Failed Change Management," the importance of building trust outside of upgrades, projects, and reorganizations. Stanford writes, "Communicating about change in a way that demonstrates we are genuinely curious and committed to helping the person with whom we are speaking is a great way to build trust." Stanford also suggests having a communications manager who is adept at strategy, including the timing of well-crafted messages around change.

Many of us want to change; it's just that it's hard. Juanita Coble and Adélka Vendl write in "Overcoming Barriers to Behavior Change" that "The good news is that the neuroplasticity of the human brain allows for change. The bad news is that our brain prefers homeostasis and longs for what it knows best."

In their *TD at Work* issue, Coble and Vendl talk about how talent developers can deal with change resistance in learners and employees. They walk readers through steps to overcome the barriers to change—for example, helping participants understand the consequences of changing or not changing, that is, the resulting sanction or reward. When employees understand change blockers—our natural resistance to change—they can "accept them as a fact

and factor them in at the start so we don't waste too much energy on them later in the process."

In the third *TD at Work* issue in this collection, "Leading When There's Too Much Change," Kristin Cullen-Lester and William Pasmore remind that there are different types of change. Even positive change that provides long-term benefits can require initial investments of energy. When employees have been dealing with a great deal of change—whether negative, neutral, or positive—leaders would be wise to carefully evaluate whether to move forward with a change initiative.

In the final issue of this collection, "7-Phase Consulting Model for Change Projects," Alan Landers outlines a process for change initiatives. A critical piece to serving as a consultant on a change initiative is the assessment. Begin with assessing where the organization is, but be cautious when you're using surveys or focus groups to ascertain this. Managers, Landers notes, are more likely to express positive opinions rather than negative ones about what is going on in the organization, while employees often don't have as much knowledge about organizations beyond their work teams.

At the end of each of these issues of *TD at Work*, you'll find practical job aids that will help you:

- solicit answers to employees' comfort level around change
- think in such a way as to counteract the sabotaging effects to a change process
- determine the root cause of change overload
- decide whether, as a consultant, the potential client is right for you.

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