
Handout 6–1

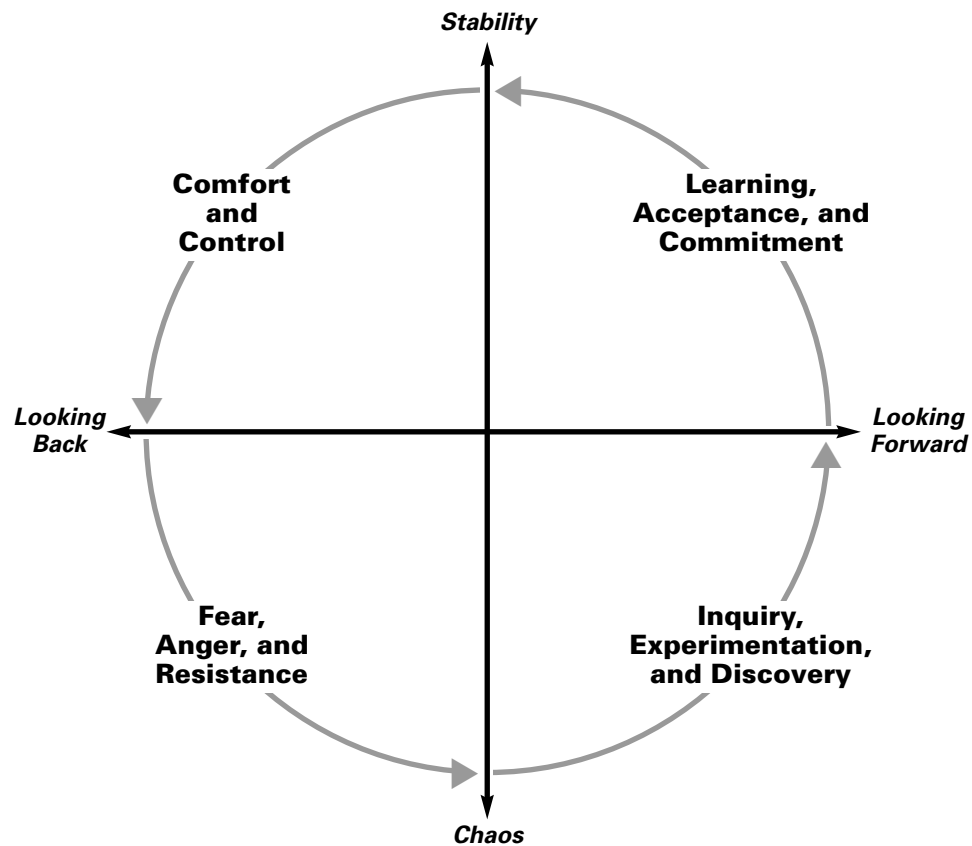
Components of a Change Implementation Plan

These are the core elements of any successful plan for implementing organizational change. Some of the key questions that the change implementation plan should address are identified.

- ♦ **Create a leading change design team**—Who must be involved in helping you move your organization or work area in a new direction? What areas, teams, or individuals should be involved in designing the change?
 - ♦ **Document the case for change**—What are the forces causing the change and what is the impact of these forces on the organization's future success? Why is there a need for change? What departments, units, teams, or individuals are affected and to what degree? Do the forces causing change suggest a modest, incremental or transformational change? What are the consequences to the organization of not responding effectively to these forces?
 - ♦ **Develop a preliminary vision for the change**—What is the change that needs to occur? What do we need to accomplish or achieve as a result of the change? What problem are we trying to solve? What will the outcomes of the change look like?
 - ♦ **Define the impacts on those affected by the change**—What are the potential pros and cons of the change for the organization, departments, units, teams, and individuals? Who benefits and who loses? Are customers or other stakeholders affected and to what extent?
 - ♦ **Create your preliminary strategy and action plan**—How will you raise awareness of the need for change? How will the losses be reduced, eliminated, or managed? How will employees and other stakeholders be involved in developing the change vision and strategy? What actions will build commitment to the change? How will the benefits from the change be realized? What actions need to occur, when should they occur, and who should take the lead in taking them? What is the implementation timeline?
 - ♦ **Identify measures of success**—How will the success of the planned change be evaluated? What are the key indicators or measures of success? What benchmarks along the way will be used to help track the progress the organization is making?
 - ♦ **Develop your communication strategy**—Who needs to be kept informed of the change vision and strategy? What are the methods for communicating with these key stakeholders? What is the ideal frequency of the communications about the change and the progress being made?
 - ♦ **Develop your training strategy**—What is your plan for building change leadership skills and knowledge in leaders, managers, supervisors, employees, and (if appropriate) customers, suppliers, and other key stakeholders? What is your timeline for training in relation to the change implementation strategy?
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Handout 9-1**The Journey through Change**

When people encounter a change at work or in their personal lives, whether they perceive it as positive or negative, their response tends to follow a natural and predictable pattern.



Handout 9-2

Actions for Guiding People through Change

Comfort and Control

- ◆ Acknowledge their successful past.
- ◆ Get people's attention! Give people a reason to pay attention so they hear the need for change.
- ◆ Sell the need for change . . . sell the pain and the consequences of *not* changing.
- ◆ Immerse people in specific information about the change . . . customer complaints, budget data, increasing costs, competitive pressures.
- ◆ Let people know it will happen—one way or another!
- ◆ Give people time to let the ideas sink in.
- ◆ Don't sell the solutions . . . sell the problem.

Learning, Acceptance, and Commitment

- ◆ Acknowledge their hard work.
- ◆ Celebrate successes and accomplishments.
- ◆ Reaffirm the vision.
- ◆ Bring people together toward the vision.
- ◆ Acknowledge what people have left behind.
- ◆ Develop long-term goals and plans.
- ◆ Provide tools and training to reinforce new behaviors.
- ◆ Reinforce and reward the new behaviors.
- ◆ Create systems or structures that reinforce new behaviors.
- ◆ Prepare people for the next change.

Fear, Anger, and Resistance

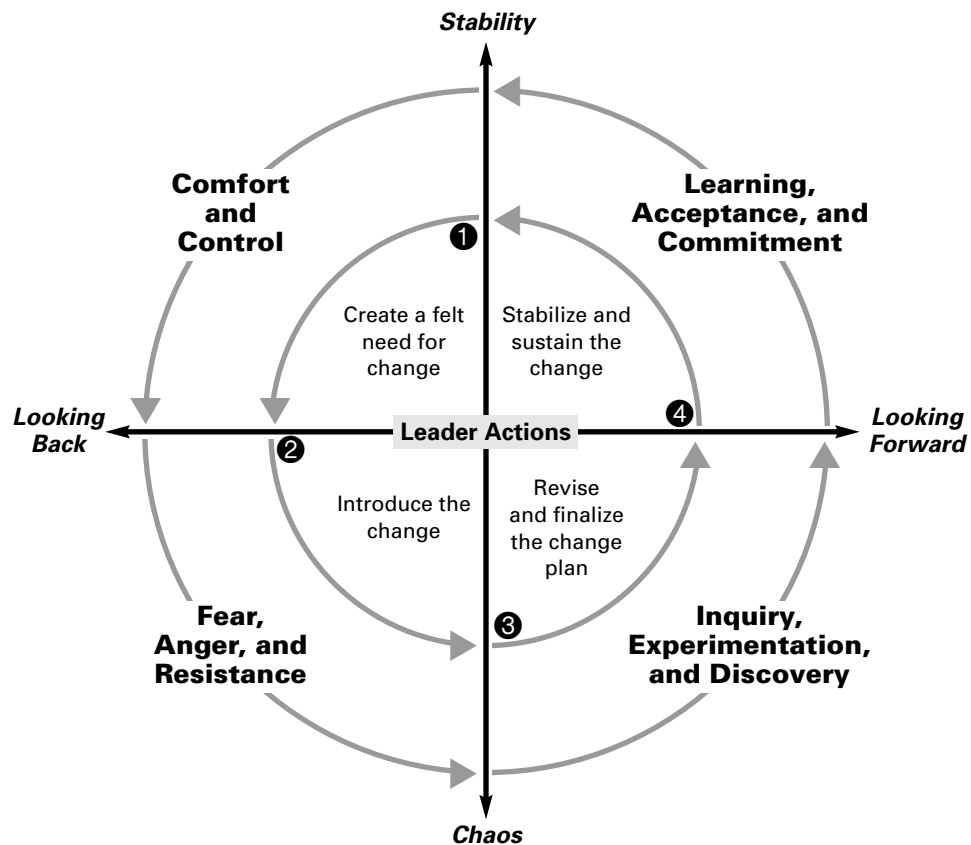
- ◆ Co-create the vision—involve others in defining the future.
- ◆ Listen, listen, listen.
- ◆ Acknowledge people's pain, perceived losses, and anger.
- ◆ Strive to address their perceived losses by adjusting the change vision and strategy.
- ◆ Tell people what you know—and what you don't know.
- ◆ Don't try to talk people out of their feelings.
- ◆ Discuss ways to *solve* the problems people see with the change.
- ◆ Encourage discussion, dissent, disagreement, debate . . . keep people talking.

Inquiry, Experimentation, and Discovery

- ◆ Give people as much freedom *and* direction as you can.
- ◆ Give people permission to find their own solutions.
- ◆ Encourage people to take risks.
- ◆ Affirm and refine the vision—make room for others' ideas.
- ◆ Tell people as much as you know.
- ◆ Encourage teamwork/collaboration.
- ◆ Encourage personal reflection and learning.
- ◆ Provide people training and support.
- ◆ Set short-term goals.

Handout 9-3**An Integrated Model for Leading Change**

People begin their emotional journey through a change (the outer circle) in response to the actions that leaders and others take in introducing a change (the inner circle). Further, the actions leaders take when initiating a change must also respond to the needs, questions, issues, and emotional reactions that people experience as they move along their journeys through change.



Handout 9-4

Actions for Introducing and Leading Change

At each stage of the process for introducing and leading change the change leader must understand where those affected by the change are in their emotional journeys and then take an active role in leading people out of their current phases and into the next stage of their journeys.

At each emotional phase of the journey, there is a key challenge that the change leader must address.

Create a Felt Need—*Key Challenge:* Moving people out of comfortable complacency and into a readiness for change

- ◆ Identify what needs to change.
- ◆ Identify *why* it must change; identify the problem that needs to be solved.
- ◆ Immerse them in the data from the customer, from other stakeholders, from the organization's performance successes or failures.
- ◆ Identify the *consequences* for the organization of not solving the problem or not responding to the challenge.
- ◆ Get their attention; give people a reason to move out of comfort and complacency.

Introduce the New Ideas—*Key Challenge:* Dealing with anger, fear, and resistance while inviting involvement in creating a shared vision of the change

- ◆ Ask people to explore ideas that help solve the "problem" that people now realize must be solved.
- ◆ Offer possible solutions and strategies that address the challenge/problem.
- ◆ Work together with others to co-create a vision of the change—ensure that it is a shared vision.
- ◆ Guide people in exploring the positive outcomes of the change; help them see the benefits and opportunities that the change presents.
- ◆ Listen to people's objections, concerns, fears, and perceived losses.
- ◆ Acknowledge their fears and what they perceive they may lose.
- ◆ Invite people to offer their own solutions to offset the perceived losses and strategies to realize the benefits; suggest your own ideas of possible gains and opportunities.
- ◆ Integrate their concerns about the change and their ideas for improving it into strategies that address their concerns.

Revise and Finalize the Change Plan—*Key Challenge:* Helping people deal with the anxiety and confusion, answering their questions, and integrating their ideas into the change plan

- ◆ Help people to (a) identify and explore the hidden opportunities, (b) define the future of the change on their terms and those of the organization, and (c) invent creative solutions to the challenges facing them and the organization.

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Handout 9–4, continued**Actions for Introducing and Leading Change**

- ♦ Continue to identify obstacles to change acceptance that must be overcome, and explore the hidden opportunities that emerge when overcoming each obstacle.
- ♦ Encourage people to find creative answers to their questions about the change and their future role after the change is complete.
- ♦ Adjust the change vision, strategy, and plan in response to the ideas and answers offered by stakeholders.

Stabilize and Sustain the Change—Key Challenge: Sustaining ongoing commitment to the change while increasing readiness for the next change

- ♦ Identify and develop action steps for stabilizing, reinforcing, and sustaining the change. These might include giving people time to mourn their actual losses, providing skill and knowledge training, revising job descriptions, developing new reward systems, strengthening social connections and relationships, and recognizing and celebrating accomplishments.
 - ♦ Develop performance measures to evaluate the results from the change.
 - ♦ Make adjustments to the change vision and strategy to reflect new learning and insights.
 - ♦ Challenge people to be open to new challenges, forces, and pressures for the next change.
 - ♦ Key questions to explore:
 - ♦ How will the losses that have actually been experienced be mourned? How will the gains people have made be recognized and celebrated?
 - ♦ What skills, knowledge, and attitudes need to be developed in people to sustain their commitment to the new ways of thinking and acting?
 - ♦ Where will people find stability, focus, and clarity during the change?
 - ♦ What organizational systems and infrastructures are needed to support and reinforce the new directions, ways of thinking, behaviors, and so forth?
 - ♦ How will the new ideas, roles, expectations, goals, behaviors, and methods be preserved and integrated into new standard practices?
 - ♦ How will continuous learning and improvement be sustained?
 - ♦ How will people be encouraged to continue challenging the status quo—even the new status quo?
 - ♦ How can the organization slow the drift into the complacency of comfort and control?
 - ♦ What are the signs of emerging complacency? How will the organization respond?
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Handout 9–5**Why We Value Change Resisters**

We value the people who resist change because

- ◆ they help clarify the problem that must be addressed by the change
 - ◆ they identify other problems that may need to be solved first
 - ◆ they force change leaders to think before they act and implement the change
 - ◆ their tough questions can strengthen and improve the vision, strategy, and plan for the change
 - ◆ they let us know who opposes the change and, subsequently, to whom we need to listen and with whom we need to communicate
 - ◆ they slow down the change, which enables others to more effectively cope with the change
 - ◆ they may be right, it *is* a dumb idea!
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Danger!

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**Hidden
Opportunity**

Handout 9–7**Human Nature and the Character of Change**

There are certain characteristics of being human that pose a special challenge when change—especially radical or traumatic change—occurs:

- ♦ People find comfort in being able to maintain control over the events and circumstances of their lives. The most basic and fundamental level in Abraham Maslow’s hierarchy of needs represents this core characteristic of human nature. Satisfying this basic need gives people a sense of stability, security, and safety.
- ♦ With this basic need met, people develop self-confidence and psychological health and integration by building stable and effective relationships with others.
- ♦ Much of our sense of control, comfort, and psychological well-being results from the degree of certainty we have about the path of our lives. When our experience matches our own expectations about our future, we feel a measure of control and certainty.
- ♦ The challenge that change presents is that it disrupts our ability to predict with certainty what’s in store for us tomorrow. When change threatens our capacity to envision our own future, when it seems to jeopardize our future safety and security, and when it jeopardizes our relationships with others, we can be plunged into insecurity, self-doubt, confusion, fear, anxiety, and even depression.
- ♦ The more a given change or set of changes disrupts our sense of self and our ability to envision our future with a degree of certainty, the more confusion, fear, anxiety, and self-doubt we are likely to experience.

When people first hear of an approaching change, they want to see a clear picture of it and they want to see where they will fit into that picture in the future. Therefore, when changes are introduced—especially changes that radically alter someone’s ability to envision his or her future role—change leaders must work hard to help people see themselves in the future, to restore some sense of continuity and certainty. Although the new level of continuity and certainty that leaders help people create may never approximate what people once had, it at least gives them a sense of direction, focus, stability, and order.
