An Overview of Strategic Change

WV Information Technology Summit
Bring "IT" On!

November 3, 2009

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The Challenge of Change

??%

OF CHANGE EFFORTS DO NOT ACHIEVE THE INTENDED RESULTS

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The Challenge of Change

70% OF CHANGE EFFORTS DO NOT ACHIEVE THE INTENDED RESULTS

Even though most change projects are carefully planned, the majority fail to:

- **achieve the objectives set out at the start of the program**
- **mobilize and engage people**
- **result in people changing their behavior**
- **achieve sustainable change**

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Successful vs. Unsuccessful

Based on your experiences, describe …

Successful Change Initiative	Unsuccessful Change Initiative
•	•
•	•
•	•

Consider the following questions:

- What did you want to change?
- Who wanted the change to be made?
- Why was the change needed?
- What happened?

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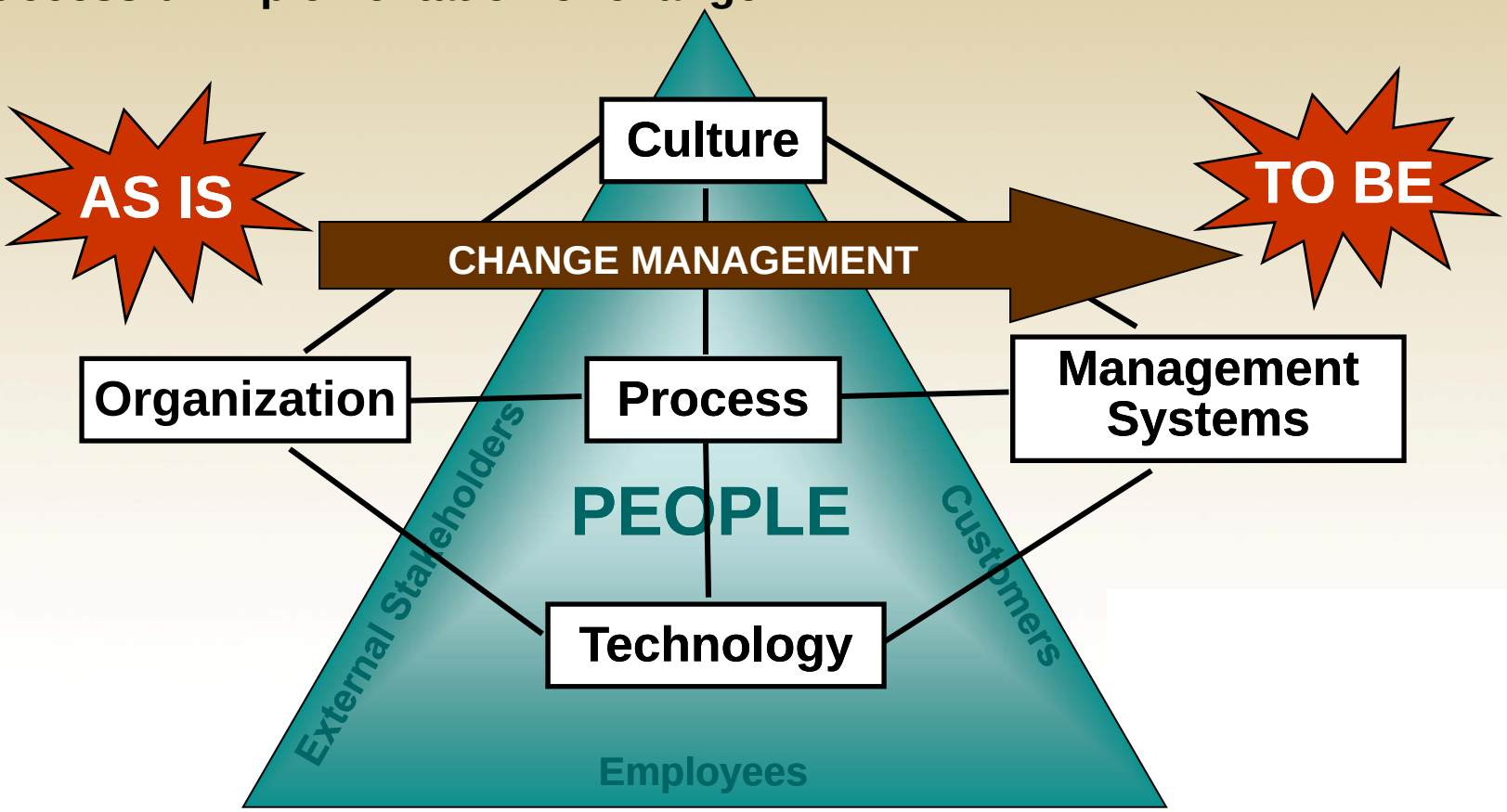
Change Management is…

…the development and implementation of strategies that deal with how changes to processes, organization, technology, management systems and culture impact people, thereby accelerating the successful implementation of change.



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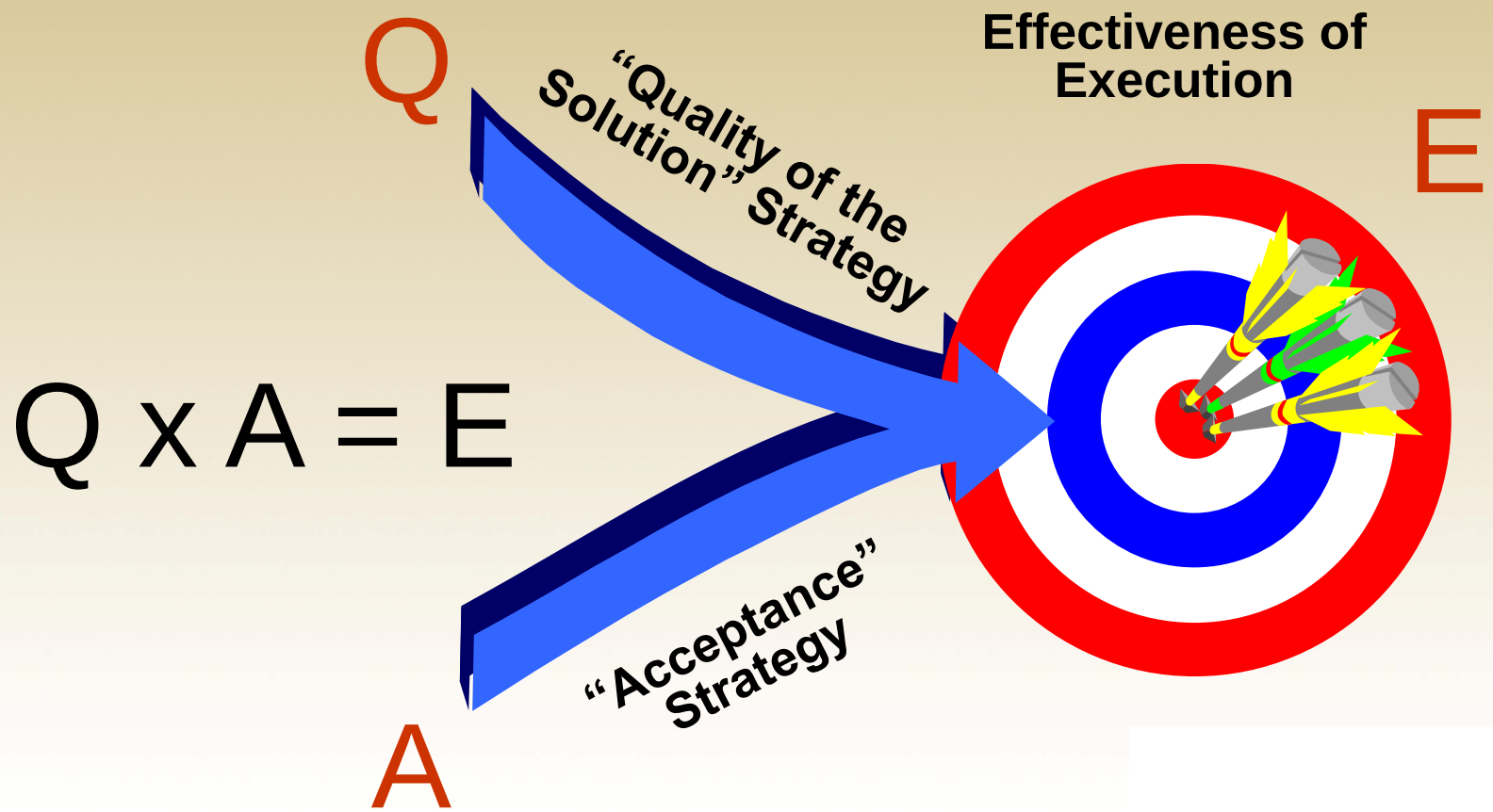
Change Effectiveness Equation



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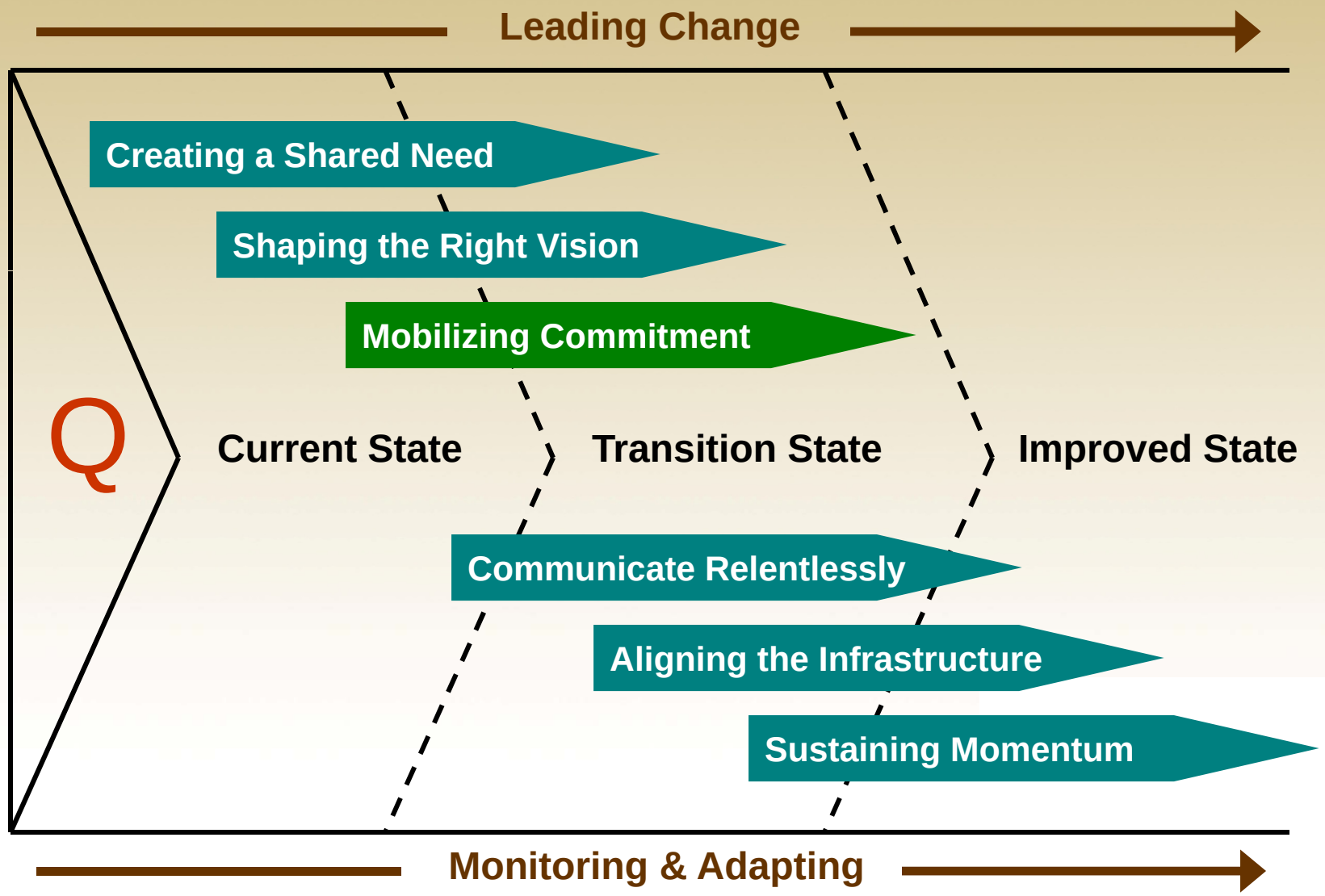
Strategic Change Model



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Strategic Change Levers

Leading Change

Having a champion who sponsors the change. Engaging leaders who provide resources, remove obstacles, and take accountability for success.

Creating A Shared Need

Establishing a compelling case for change. The need for change must exceed its resistance.

Shaping the Right Vision

Establishing a vision so that the desired outcome of change is clear, legitimate, widely understood and shared.

Mobilizing Commitment

Involving and informing all relevant stakeholders to obtain ownership and support.

Communicating Relentlessly

Ensuring an ongoing flow of information is shared in a timely manner and in a way the audience responds to.

Aligning the Infrastructure

Ensuring the management practices are used to complement and reinforce change.

Sustaining Momentum/Monitoring and Adapting

Ensuring that once change is started, it endures, flourishes and learnings are transferred throughout the organization.

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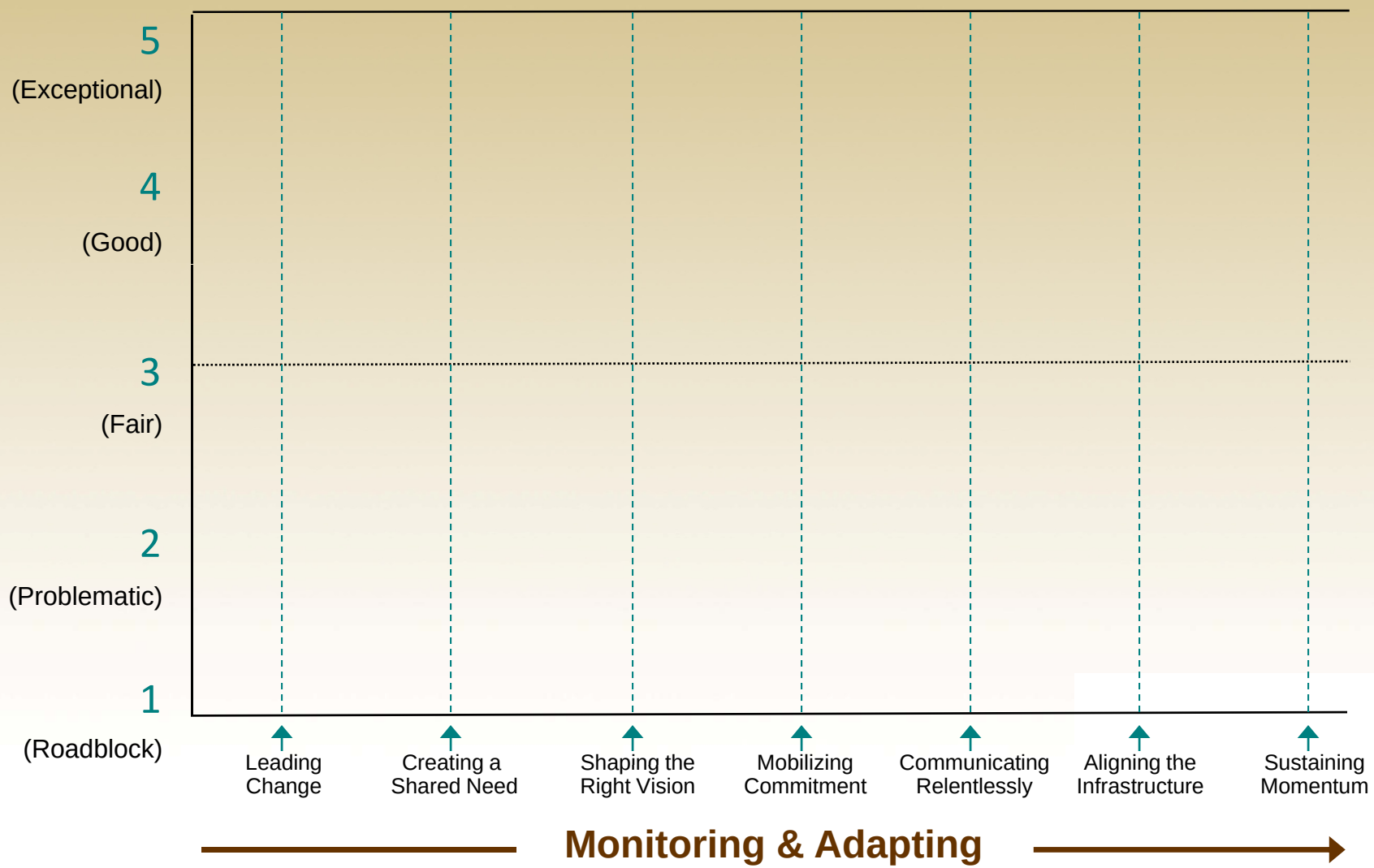
Strategic Change Profile



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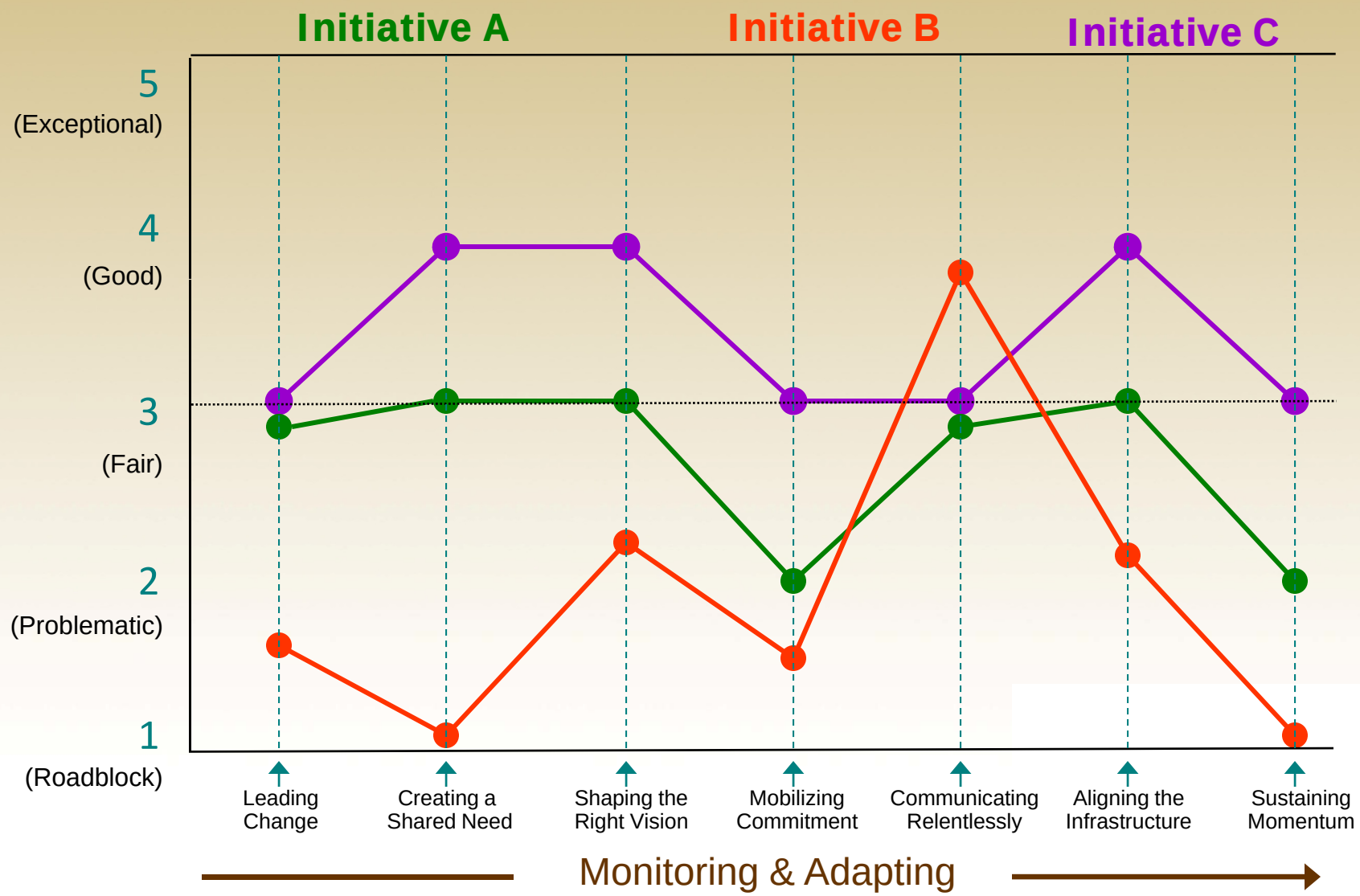
Example: Strategic Change Profile



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Strategic Change

Change is a PROCESS not an EVENT

Change is MESSY

By attending to the "Levers of Change" you boost your chances for success

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Challenges Strategic Change Helps Overcome

- **Inadequate attention or support from key leaders and managers**
- **Lack of understanding of why change is necessary and what the likely consequences will be if this change is not made (or if it does not happen quickly enough)**
- **Lack of acceptance or buy-in that led to failure on a previous attempt**
- **Strong resistance from particular players or groups**
- **Slow reaction to challenges or obstacles that have arisen during execution**
- **Continued compliance with old processes and old behaviors**

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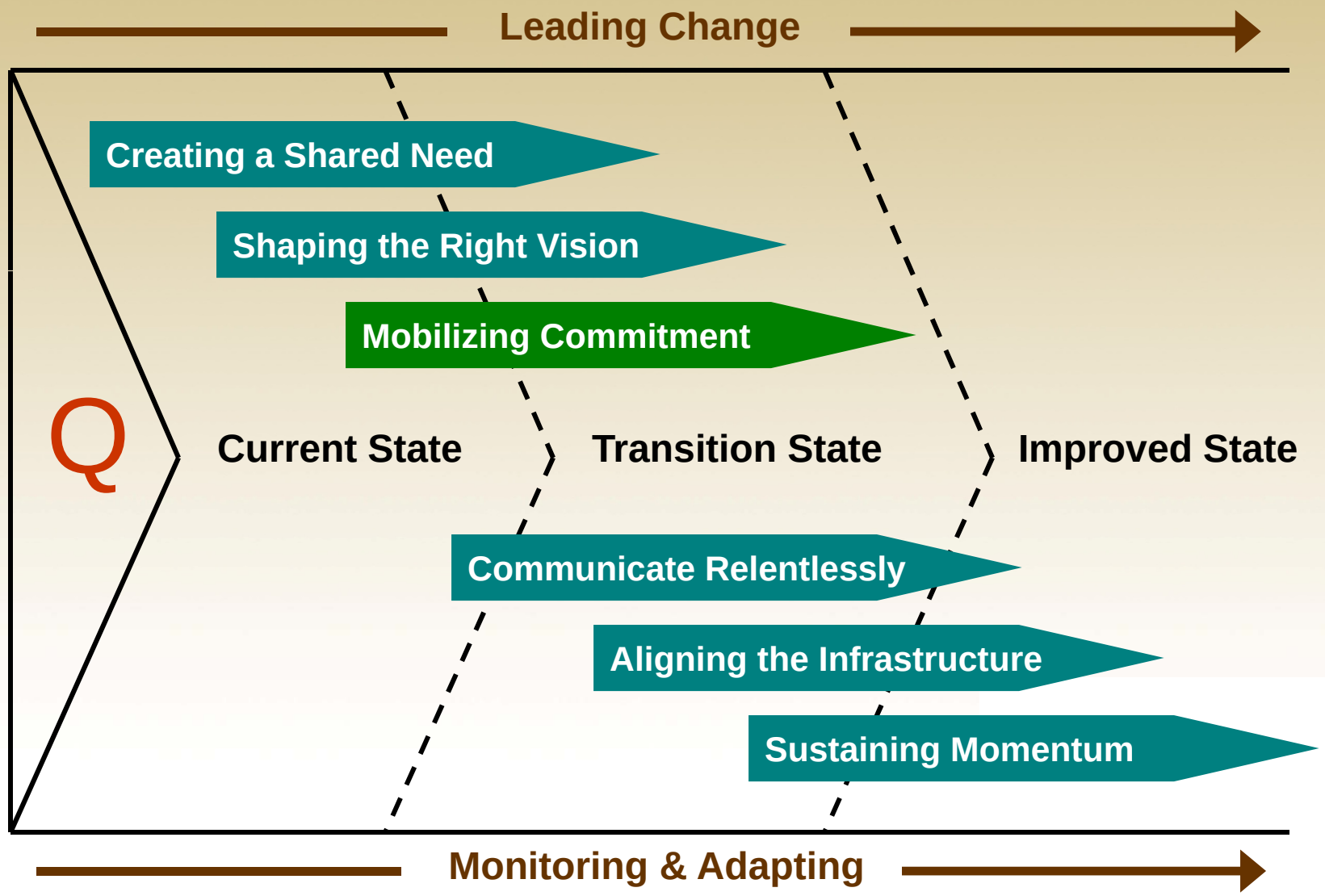
Strategic Change Model



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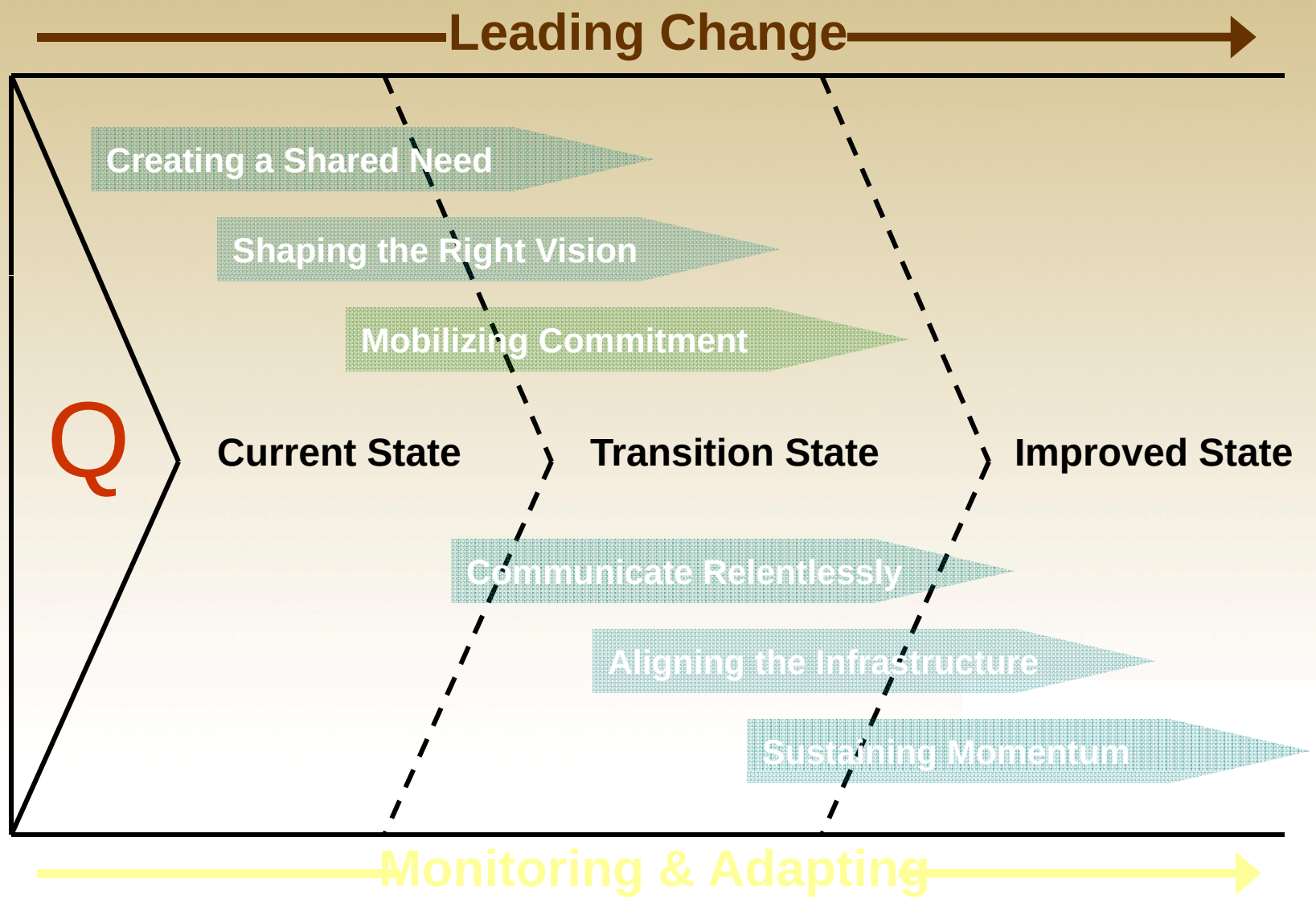
Strategic Change Model



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Leading Change

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Overview: Leading Change

Why Bother?

- Strong, committed leadership is critical to implementing the initiative
- Leadership impacts all other implementation processes
- Leaders must play varied roles

What Are We After?

- Visible, active, and public commitment and support
- A willingness to take personal initiative and challenge the status quo
- Proactive identification and resolution of the conflicts inherent with the change

Successful initiatives require strong committed leadership throughout the entire project.

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Leading Change: Diagnostic Questions

_____ 1. Is there clear ownership for this change initiative and a mandate for change from leaders?

_____ 2. Do all leaders understand the role they must play and the actions they must take to lead the initiative?

_____ 3. Are leaders (especially the Sponsor) effective in helping manage "attention" to this initiative (attention = time + focus + passion)?

_____ 4. Do leaders consistently pass the "calendar test" in terms of how much personal time they are devoting to this project?

_____ 5. Are the leaders fluent in the issues, problems and solutions associated with the strategy for this particular change?

_____ 6. Do leaders seek, receive and use feedback to build their capabilities to lead change efforts?

_____ 7. Are leaders able to discuss the initiative in concise, compelling and consistent terms?

_____ 8. Are leaders personally accountable and willing to hold people accountable for supporting and implementing the change?

Leading Change is ensuring that the initiative has visible, accountable, active leadership at appropriate levels in the organization, particularly on the part of the Senior Leader(s) who sponsor the initiative.

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Leading Change

Who are the leaders in your organization that will impact the success of the initiative?

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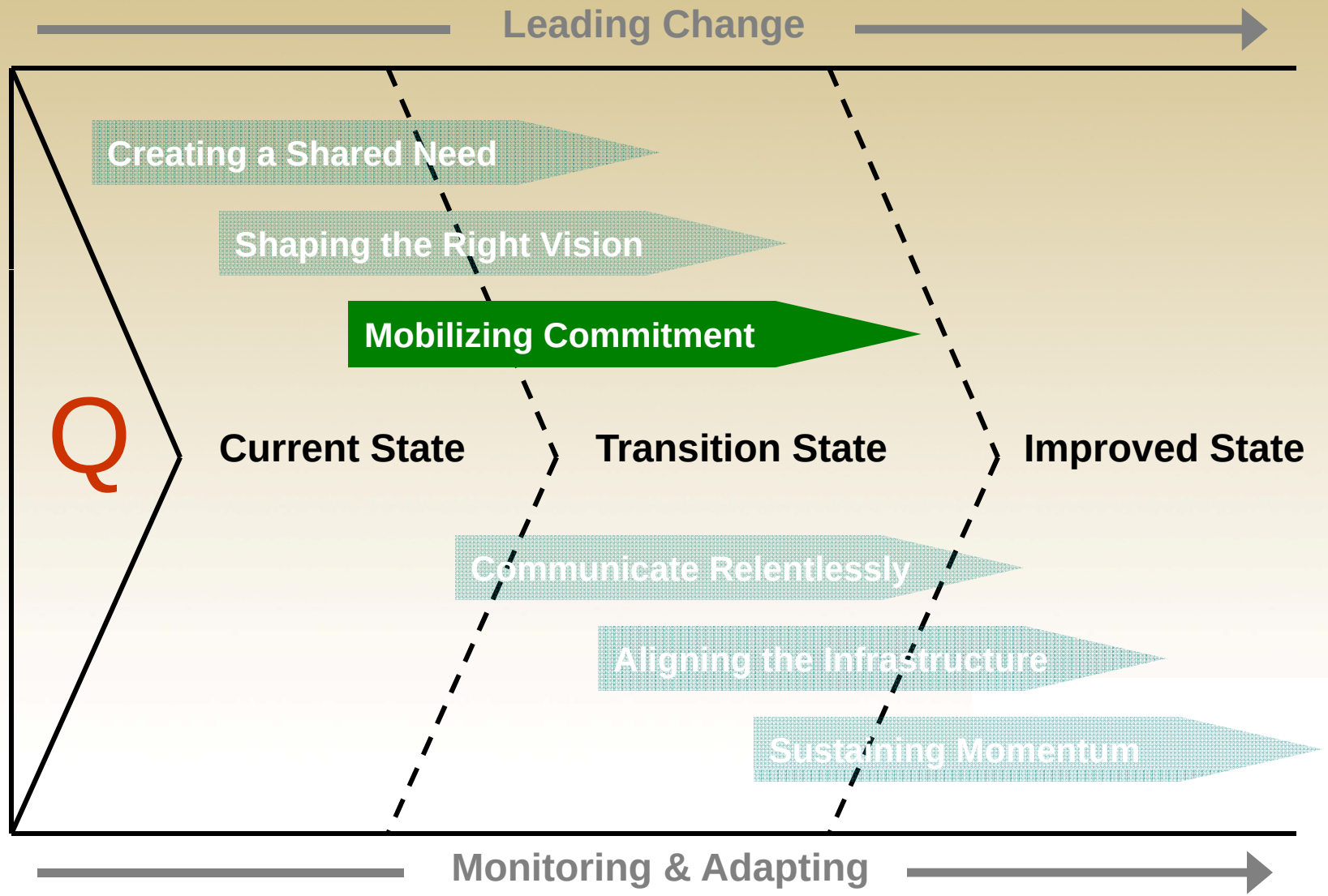
Mobilizing Commitment



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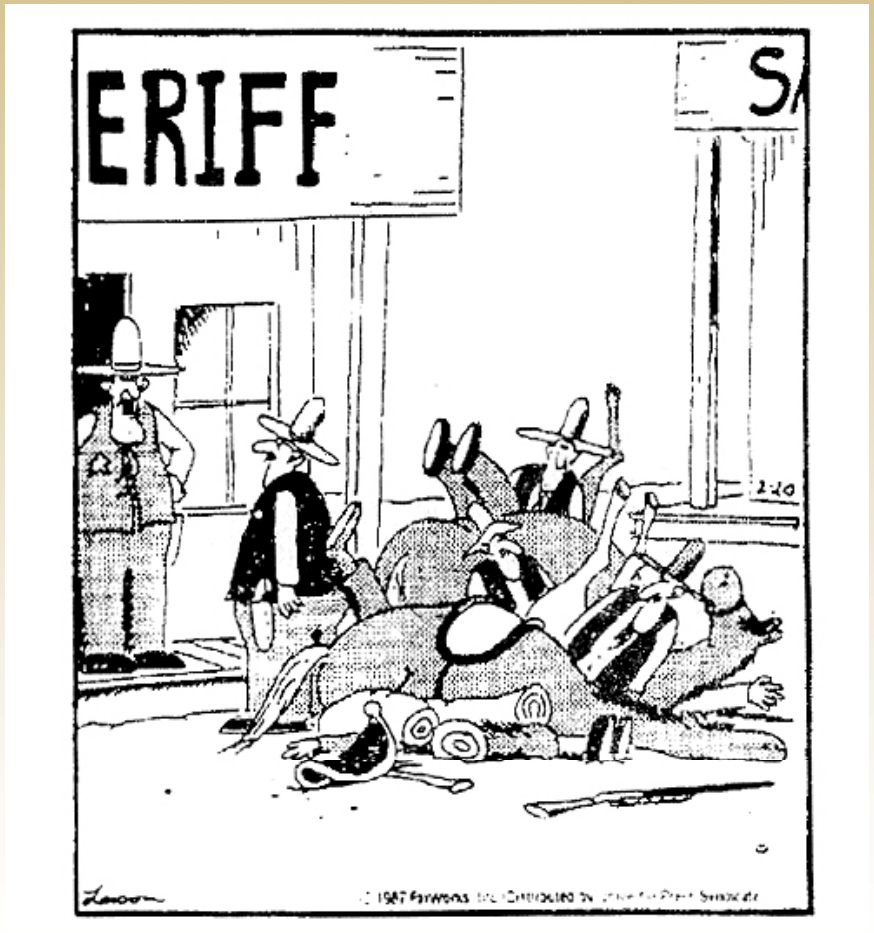
Mobilizing Commitment



"And so you just threw everything together? …
Mathews, a posse is something you have to ***organize***."

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Overview: Mobilizing Commitment

Why Bother?

- Need sufficient support and involvement from key stakeholders
- Critical mass must be won-over
- Key difference between success and failure

What Are We After?

- Coalition of committed supporters
- Identification of potential resistance
- Conversion of key influencers

Engaging stakeholders leverages support to establish and maintain momentum.

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Tool: Stakeholder Analysis

Instructions:

1. Identify all stakeholders as specifically as possible
2. Record your perception of their current position regarding the initiative (X) & reasons for current position
3. Draw an arrow to where each stakeholder needs to be in order to succeed
4. Identify actions required to influence critical stakeholders

Key Stakeholders	Stakeholders' Positions on the Initiative					
	-2 Strongly Against	-1 Moderately Against	0 Neutral	+1 Moderately Supportive	+2 Strongly Supportive	Reasons for Current Position
ex. John Smith		X →				Doesn't understand initiative

Note: Key Stakeholders = Units, functions, and/or individuals

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3 Levels of Resistance

Level 1 – Based on Information

"I don't get it!"

- May result from:
  - Lack of information or exposure
  - Confusion

Level 2 – Physiological and Emotional Reaction to Change

"I don't like it!"

- Based on fear
- May result from:
  - Loss of power or control, status, or respect
  - Feeling of incompetence, isolation, or abandonment
  - Sense that one can't take on anything else

From Beyond the Wall of Resistance: Unconventional Strategies that Build Support for Change, Bard Books, Inc., Austin, Texas 1996.

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Courtesy of BarnHouse Enterprises

Technical-Political-Cultural Analysis

Sources of Resistance	Definition/Causes of Resistance
Technical	**Aligning and Structuring Organization** • Habit and inertia • Difficulty in learning new skills • Sunk costs • Lack of skills
Political	**Allocating Power and Resources** • Threats to old guard from new guard • Relationships • Power and authority imbalance or self-preservation
Cultural	**Articulating the Glue or Cultural Norms** • Selective perception • Locked into old “mindset” • Afraid of letting go

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3 Levels of Resistance

Level 3 – Bigger than the Current Change

"I don't like you!"

- May result from:
  - Personal history or significant disagreement over values
  - Cultural, ethnic, racial or gender differences
  - Transference: the person being resisted represents someone else (i.e. mother, father, former boss, etc)

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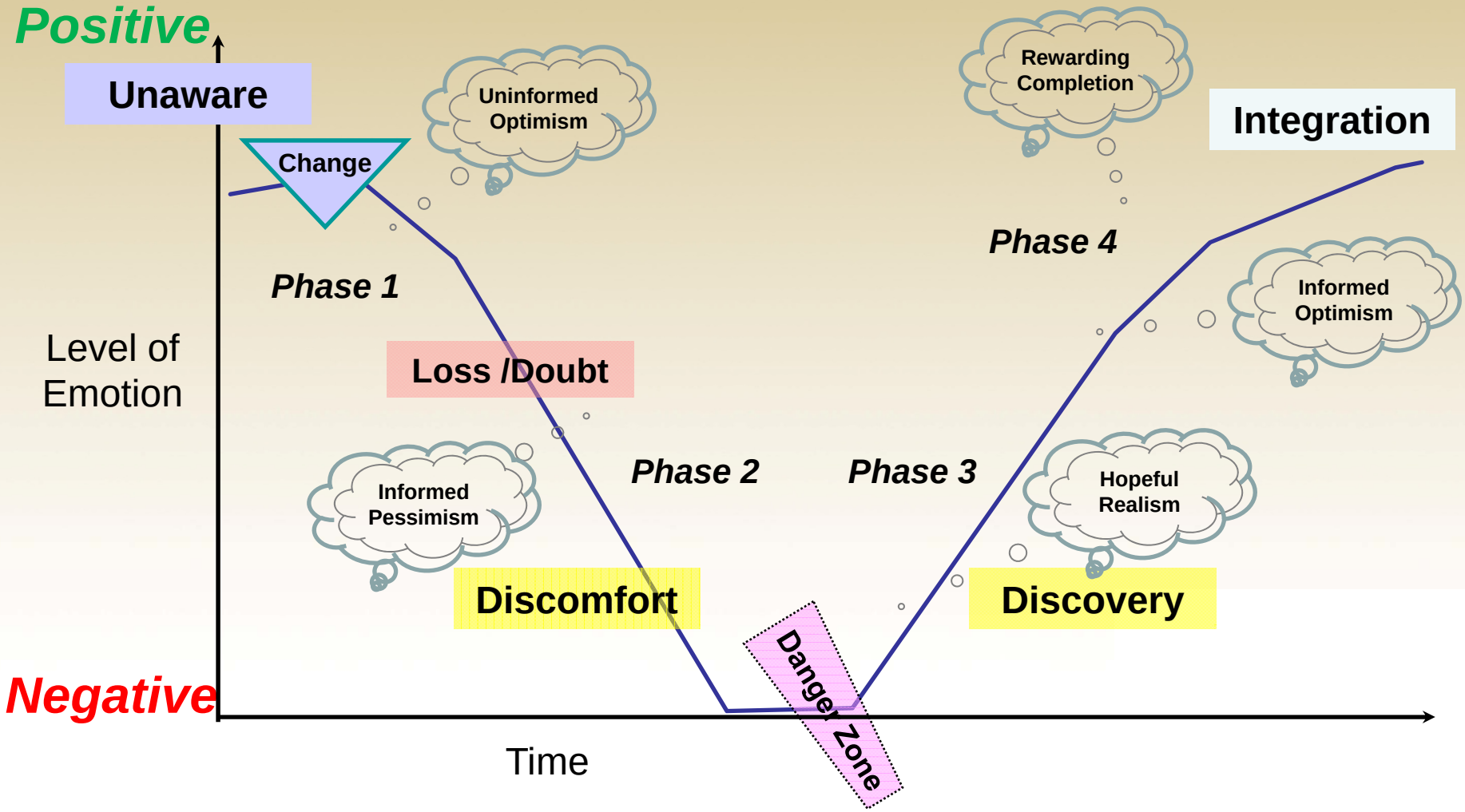
The Emotional Cycle of Change

Your job as a leader is helping people to shift from Discomfort to Discovery as quickly and as painlessly as possible



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Mobilizing Commitment: Pitfalls

- Lacking political sensitivity
- Not involving others in the recognition of ideas/work
- Assuming that everyone will automatically be supportive
- Underestimating the resistance
- Not enough involvement and sharing of responsibility
- Not considering the impact of the change from the viewpoint of those affected
- Change being planned in isolation
- Assuming once individuals are supportive, they will always be supportive

Informing and involving sources of resistance early can help minimize obstacles to implementation.

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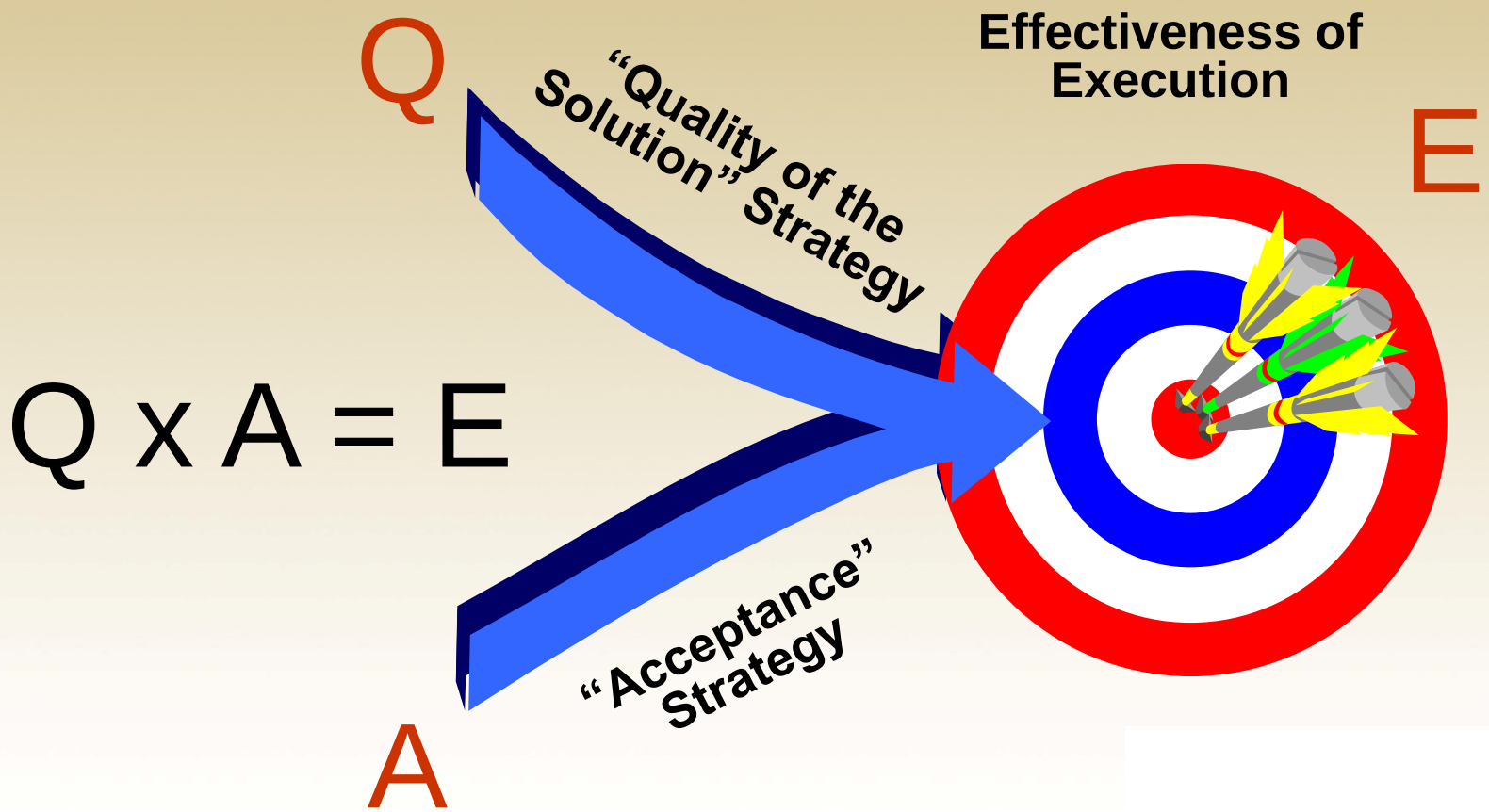
Key: Attend to the "A"



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Questions?

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