Change Agents

(How to Develop a Thick Skin and a Sensitive Approach)
The Eight Step Change Process

1. Establishing a sense of urgency
2. Creating the guiding coalition
3. Developing the vision and strategy
4. Communicating the change vision
5. Empowering people to effect change
6. Generating short-term wins
7. Consolidating gains, producing more change
8. Sustaining new approaches in the culture

Business Transformation
The Reality: The Valley (Pit) of Despair

- Begin Executing Change Plan
- Change Plan?
- Train Key Personnel in Change Leadership Skills
- Severity of Reaction to Change
- End of Old Way
- Valley of Despair
- Climb to Productivity
- Training
- Pity City

Duration of disruption due to change

- Bridges, Enhancements From Val Larson 2002
- iSixSigma LLC 2002
Understanding Change

• Want someone to accept change?
  – First understand why someone may resist

• Change is an emotional experience

• Change always means loss
  – Safety & Security
  – Competence
  – Relationships
  – Mission & Purpose

Source: www.yourofficecoach.com
Understanding Change (Cont’d)

• Acceptance requires planning
  – Caring
  – Control
  – Choice
  – Competence
Understanding Change (Cont’d)

• Factors that increase resistance
  – Important expectations about the future won’t be met
  – Management is not trusted
  – People don’t understand the reason for change
  – There is a long period of uncertainty about what is going to happen
  – Change is going to impact me more than others
  – Many changes are happening at the same time
  – Change has been ongoing, with little let-up
So What (Does it Mean for Me)?

- Understand the negative responses to change
- Be prepared for your own emotions
- Find ways to care for yourself and embrace opportunities that might present themselves
- You’re here because you have expertise and are respected, so speak up when you identify issues
Let’s Talk

• Ideas?
• Questions?
• Comments?
• Concerns?
• Remember, we’re not the first group to experience this type of change