

25th ANNIVERSARY



Fill Your Bucket

Use YOUR Well of Wisdom to Enhance Change Within Your Company

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Realities of Change at Work

- Change is constant
- The rate of change is accelerating
- Increasingly uncertain environment
- Always scarce resources
- Increasing pressures to do more with less
- We innovate or we die in business

Did You Know?

- Over 70% of the change efforts fail in every kind of organization mainly because they are poorly conceived and/or implemented
- We are willing to change more readily when it's our idea and rarely when it's another's idea imposed on us
- Top-Down change is resented, lowers trust and is often unsustainable at best, or worse...fails.

Did You Know?

- **The 1st Law of change** – we rarely make just one change
- **The 2nd Law of change** – change nearly always involves more than you expect
- We all want to have a *voice* in change that impacts us

Top 10 Reasons We Resist Change

10. Caught me by surprise – unprepared
9. I don't like leaving my "comfort/safe zone"
8. I don't understand the need for change
7. I understand the need; but I disagree with *your* solution
6. I don't understand "what's in it for me"

Top 10 Reasons We Resist Change

5. I don't believe it will happen anyway
4. I lack confidence and/or trust in the leaders
3. I *fear* failure
2. I *fear* loss
1. I have no voice in change that impacts me

And therefore...

**“The certainty of misery
is better than the misery of
uncertainty.”**

What Can You Do?

Pull rather than Push

Fill your **bucket** of change initiatives from the bottomless **well of wisdom** found in the minds and hearts of your *people* (*where resistance **and** answers live*)...

and watch your **influence** grow!

Involvement



Facilitates

Understanding



Is necessary for

Acceptance



Which must precede

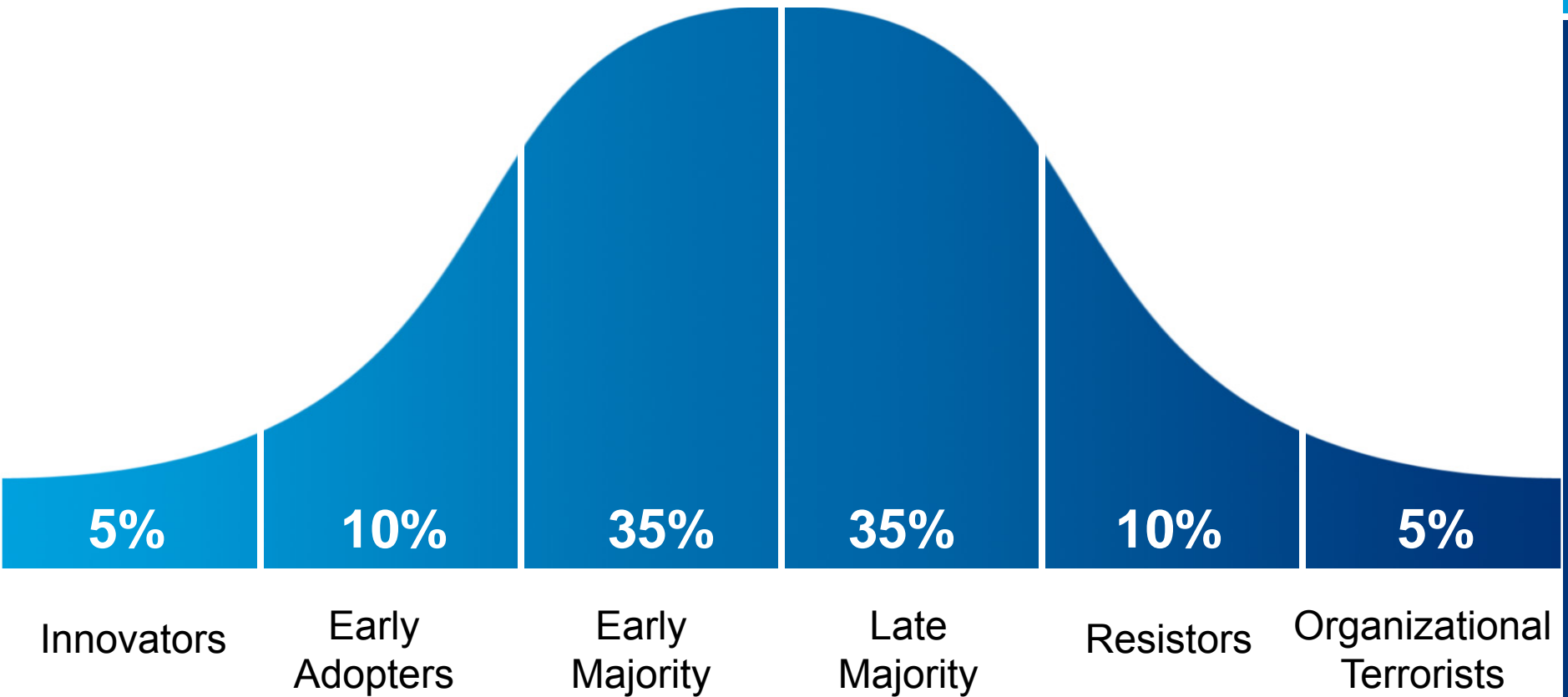
Commitment



An essential condition for

Optimal Results

Process of Adoption



To Engage the First 50%

Anticipate and Plan for...

- When and how people will react to change
- How they will express their resistance
- How much commitment is needed to succeed... and who must be committed
- How this level of commitment will be attained
- How family, organizational or societal pressures will influence the change process and the final outcome

Communicate, Communicate, Communicate

and Then Do it Again!

- What is the *change model* we are using? (a must!)
- What created the need for this change? (a vision)
- Ask for **input and ideas** and then...LISTEN and adapt. Do NOT get attached to your notions
- Dialogue with people impacted by the change
- What are the intended outcomes?

Communicate, Communicate, Communicate

and Then Do it Again!

- Who will be affected?
- How will they be affected?
- When will it happen?
- How will it be handled?
- Who will have what roles?

Change Impact Matrix

**What will
change?**

**When will it
change?**

**Who will be
affected?**

**In what ways
exactly?**

12-Step Process for Change

1. Identify and share explicitly the *change model* and process you will be using
2. Involve the relevant stakeholders
3. Build consensus around the need for change
4. Develop a shared vision of the "end state" and enroll stakeholders in the vision
5. Develop a reasonable plan-the WHAT the HOW the WHO
6. Focus first on a "manageable" change

12-Step Process for Change

7. Get Started! Identify some Quick Wins
8. Celebrate! Provide support for new and desired behaviors
9. Communicate a lot... and build on successes
10. Monitor and refine the process
11. Spread change “incrementally”
12. "Embed" new realities organizationally

12 Steps Boiled Down to 3

1. Engage

- All impacted people in the vision, design, planning, doing/implementation and evaluation

2. Empower

- All impacted people to take risks, innovate, support and act

3. Embed

- Align what works and remove what doesn't in your systems, processes, and policies

People Tend to Change...

- When they **understand the need**
- When they are **truly heard** and **involved**
- When they **trust** the change leader
- When they **understand the consequences** of not changing
- When the **perceived gains exceed the perceived losses**
- When **peers adopt** the change

Common Sense Considerations

1. Prevent and avoid surprises
2. Be honest and transparent
3. Involve those who are affected in any way
4. Proactively plan AND then be flexible and adjust
5. Be sensitive to “perceived winners and losers”

Common Sense Considerations

6. Don't "over-fill the cup" with changes
7. Acknowledge and deal with problems and concerns immediately - no denial allowed!
8. Be patient and persistent
9. Communicate, communicate, communicate!
10. Ask for and listen to the **VOICES** of your people every single step of the way

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May all your changes be good ones!

Thank you!

