Leading through Change

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Course Objectives

Upon completion of this course, you'll be able to:

- Recognize the stages in the normal cycle of change

- Identify typical responses to change and how to handle each type

- List ways to overcome resistance

- Describe the process to implement change strategies

- Recognize the elements of effective change communications

Getting Ready To Learn

When organizations attempt to change, they often fail to live up to their potential for many reasons:

- Innate human resistance to change

- Lack of acceptance from those affected by the change

- No apparent compelling business reason for the change

The cost can be high:

- Loss of competitive position

- Loss of credibility

- Lowered employee morale

Leading through Change

Chapter One:
Understanding Change Responses

Why Change Is Hard

For some people, change equals loss

- Many people feel helpless when facing what they perceive to be a loss as a result of change

- They acquire a "victim mentality," a general mindset that people "owe" them

- They respond negatively or reactively, blaming others and abdicating responsibility

Your goal: move people from helpless to hopeful

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The Change Cycle

The change cycle is a modified model of the standard grief cycle, as it applies to how people respond to change at work.

For most people, their first reaction is one of denial, a sense that this can't be happening.

Next are feelings of resistance and anger, a desire to lash out at someone or something.

The next step in the change cycle is the desire to bargain — "if only…, then I will…"

Finally comes acceptance and support and the willingness to actively engage in the process and feel secure.

Denial

Resistance and Anger

Bargaining

Acceptance and Support

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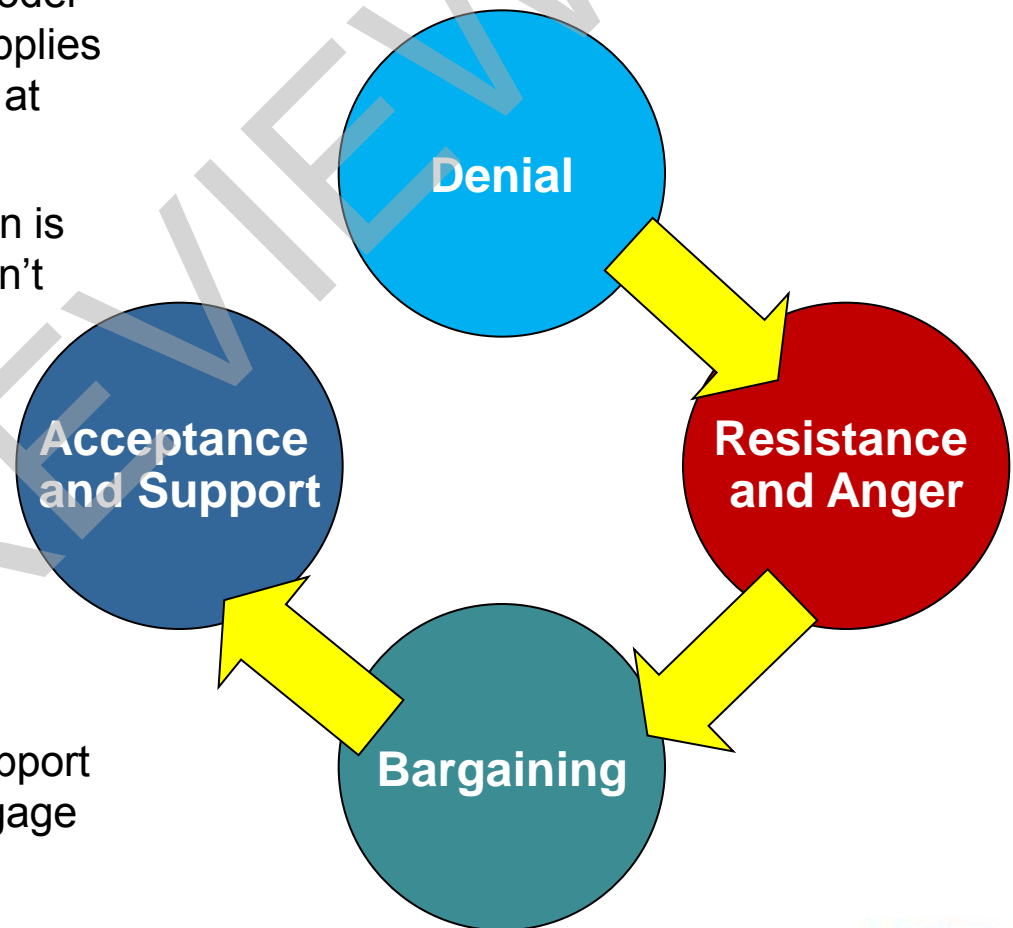
What the Change Cycle Sounds Like

You can often recognize what stage people are in the change cycle by what they say:

"Oh no, this isn't happening."

"There's no way this will work."
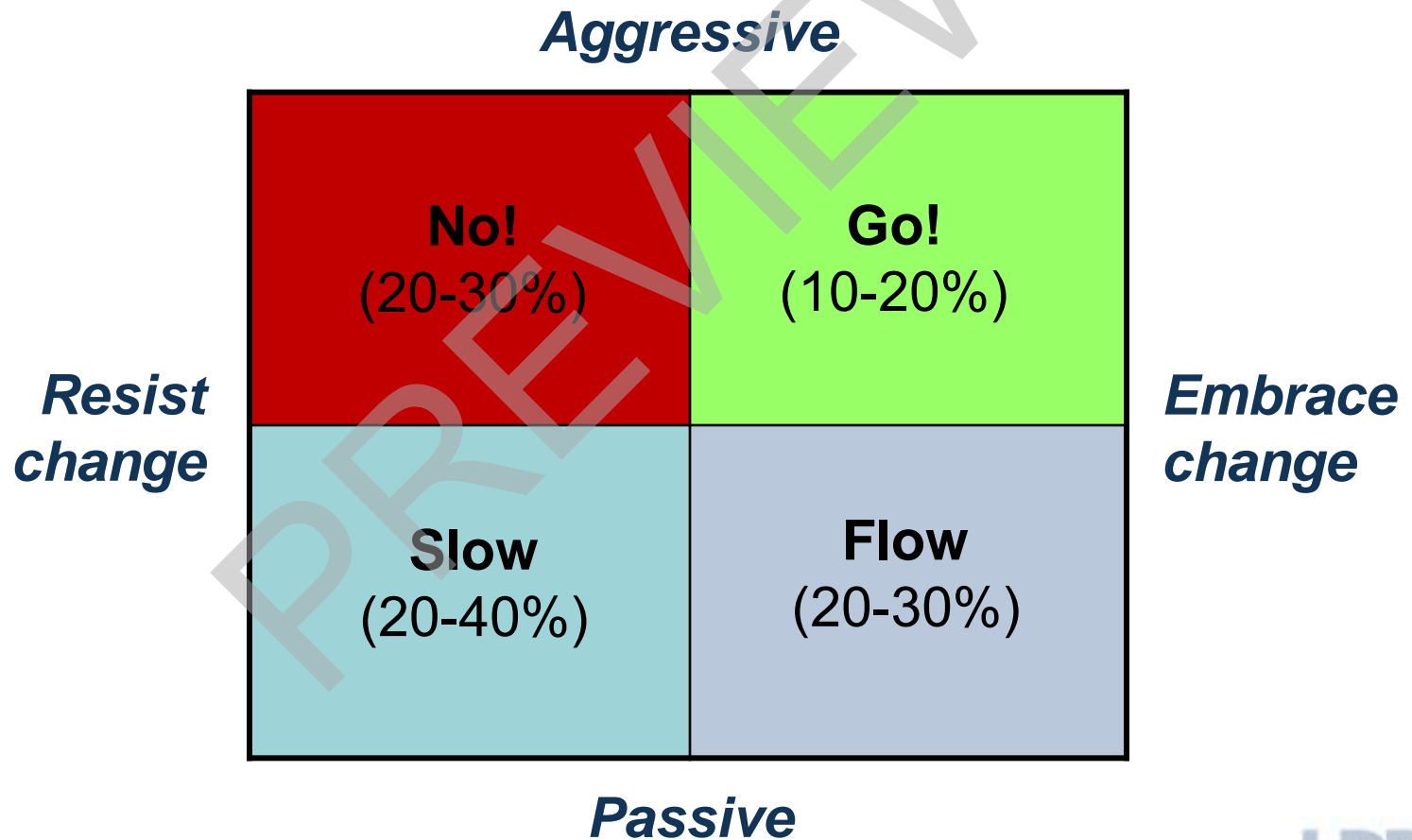
"It's working. How can I help?"

"I'll go along, if you …"

Personal Responses to Change

People respond to change in different ways

Aggressive

No! (20-30%)	**Go!** (10-20%)
Slow (20-40%)	**Flow** (20-30%)

Resist change

Embrace change

Passive

The Origins of Change Resistance

Some people get stuck in resistance. They're reluctant to embrace, or even accept, change. This may be a result of many factors, including:

- Fear of the unknown

- Cultural beliefs and norms

- Previous negative experience with change

- Lack of control over the change

- Lack of understanding of the change

- Negative expectations about the change

- Not seeing any benefit to the change

- Lack of trust in management, team, or work group

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Symptoms of Resistance

If you hear this language, it's a good guess that this person is stuck in resistance:

- "We've never done it this way before."
- "We've been doing it this way for years."
- "What if we lose money?"
- "You could be right, but what if you're not?"
- "We tried that before."
- "It's not our policy."
- "It's not my responsibility."
- "Others have already tried that."
- "Why should we change? It's working fine now."
- "It needs to be studied first."

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Keys to Overcoming Resistance

Helping employees to overcome resistance can be one of the most challenging parts of cultivating change in an organization. Here are tips to help you help them:

- Explain why

- Address the WIIFM: "What's in it for me?"

- Build trust

- Communicate openly

- Practice MBWA
  (Management By Walking Around)

- Address individual concerns

- Get feedback to modify the process

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Can you re-sort this list to show the correct order (1 through 7) for deploying the steps to implement change?

A. Plan is fully instituted throughout organization

B. Senior leadership appoints impact team

C. Team builds plan to accomplish results

D. Plan to implement change is shared with small groups

E. Change is initiated through pilot projects

F. Plan is modified with key learning outcomes from pilots

G. Senior leadership defines strategy and expected results of change initiative

Click here to view the correct order.

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