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# MASTERING CHANGE MANAGEMENT

## EMBRACE TRANSITION FOR FUTURE SUCCESS



Included with this Participant Workbook are the following guidebooks, published by Richard Chang Associates, Inc.

- *Re-Creating Teams During Transitions*
- *Mastering Change Management*

*The only thing certain about change is change itself!*

Change is constantly happening in your world of work. You can be assured that next week, next month, or next year, change will enter your life.

Change may come as an inconvenience—such as your car needing a major tune-up—or as a major event—such as your organization announcing a restructure, a new product line, a new business focus, etc.

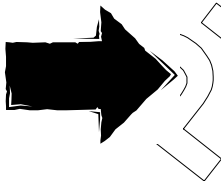
In times of transition, priorities change and teams need to respond as quickly as possible to the new requirements. High performing teams optimize team performance during these changing times.

This is achieved by understanding reactions to change, implementing strategies to get “buy-in” for a change, and developing plans to manage the change.

In this session, you will examine reactions to change, implement strategies to overcome resistance, and begin the development of your plans to help you manage a change your organization is facing.

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**Learning Objectives** Upon completion of this unit, you will be able to:



1. *Understand your role as a leader during change*
2. *Recognize and anticipate reactions to an upcoming change and identify ways to prevent or minimize resistance*
3. *Complete a Change Plan for an upcoming change that will be affecting your team*

## Agenda

- ☛ ***Forces That Drive Change***
- ☛ ***Expanding Your Role In Change Management***
- ☛ ***Leading People Through Change***
- ☛ ***Developing A Change Plan***
- ☛ ***Steps 1 And 2: Clarifying Your Need And Defining Your Results***
- ☛ ***Introduction To SolvNET***
- ☛ ***Step 3: Produce Your Plan***
- ☛ ***Step 4: Implement Your Plan***
- ☛ ***Steps 5 And 6: Stabilize Your Outcome And Assess Your Process***
- ☛ ***Overcoming “Killer Objections”***
- ☛ ***Maintaining Team Commitment During “Difficult” Transitions***

Preview Sample

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## EXPANDING YOUR ROLE IN CHANGE MANAGEMENT

As a leader and a coach of others, you have several critical roles that are important when **managing changes** in today's workplace.

These roles include, but are not limited to:

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### Strategist And Catalyst

- Build “leadership commitment” to organizational change at all levels.
- Establish a common understanding of the “desired state” to be achieved through the “change” efforts.
- Support the “strategic focus” of the organization.

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### Developer And Provider

- Conduct an objective, thorough, and ongoing assessment of specific knowledge and skill requirements.
- Provide targeted and appropriate “training” and “learning” experiences to develop the required knowledge and skills.
- Function as an “internal consultant” to line-managers, senior management, “improvement teams,” etc.

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### Collaborator And Integrator

- Ensure that a systematic “quality planning” process is designed and being deployed.
- Facilitate the establishment of “partnering/teaming” efforts, both internally and externally.
- Identify “systems linkage” requirements needed to support and reinforce the “changing” workplace.

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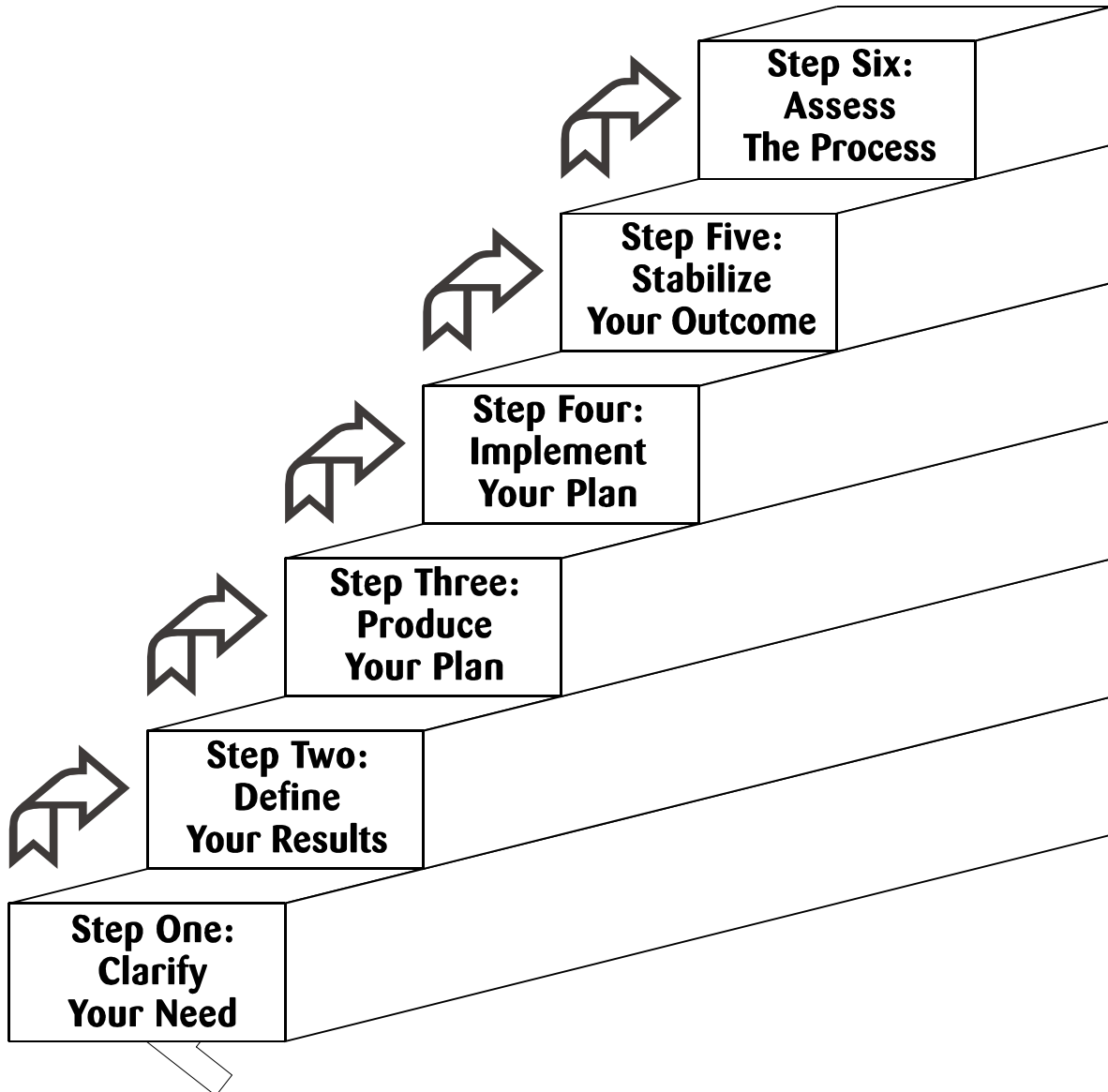
### Evaluator And Celebrator

- Understand “measurement” approaches and data being gathered in order to recommend needed adjustments.
- Gather and disseminate benchmark and comparison data when opportunities arise.
- Provide for recognition and celebration mechanisms to help reinforce successes and contributions.

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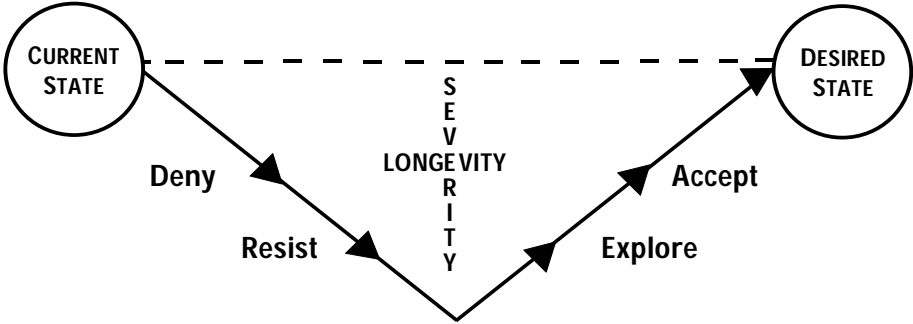
## DEVELOPING A CHANGE PLAN

Change can't be successful unless its well planned, implemented, and evaluated. This six-step model can be used as your overall road map for change.



**Leadership Actions**

As change plans are implemented, leaders can reduce the longevity and severity of others' resistance to change by taking action at each stage—while moving toward the desired state.



STAGE	LEADERSHIP ACTIONS
Deny	<p><b>Step 1: Clarify Your Need</b>  <b>Step 2: Define Your Results</b></p> <ul style="list-style-type: none"> <li>Describe the change and change goal (desired outcome).</li> <li>Clarify the need for the change (people are more receptive when they understand why).</li> <li>Share how those affected can benefit, and identify negotiable components to discuss further to ensure varying needs are met.</li> </ul>
Resist	<p><b>Step 3: Produce Your Plan</b></p> <ul style="list-style-type: none"> <li>Reduce personal fears of the unknown. Focus on options, pros/cons, and gains/losses.</li> <li>Get reactions and resistance out in the open. Encourage direct, honest, and open venting.</li> <li>Clarify tasks, responsibilities, actions, and schedules.</li> </ul>
Explore	<p><b>Step 3: Produce Your Plan (cont.)</b>  <b>Step 4: Implement Your Plan</b></p> <ul style="list-style-type: none"> <li>Gather input and agree on a change plan to build a sense of control and involvement in the change.</li> <li>Encourage participation, and establish commitments and accountabilities.</li> <li>Focus on positive opportunities, learning experiences, and desired outcomes.</li> </ul>
Accept	<p><b>Step 4: Implement Your Plan (cont.)</b>  <b>Step 5: Stabilize Your Outcome</b>  <b>Step 6: Assess The Process</b></p> <ul style="list-style-type: none"> <li>Provide resources to implement the change plan.</li> <li>Ensure that plans are progressing. Make improvements as needed. Admit mistakes and learn from failures.</li> <li>Reinforce progress by providing recognition for support, by sharing lessons learned, and by celebrating successes.</li> </ul>

## Strategies To Overcome Resistance

### STRATEGIES TO OVERCOME RESISTANCE

1. Recognize the resistance as a natural process and a sign that you are on target. Don't take the expression of the resistance personally or as an attack on you or your competence.
2. Support the team in expressing the resistance directly.
3. Identify the form of resistance.
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4. State the form the resistance is taking in a neutral, non-punishing way. There are likely two underlying reasons for the resistance:
  - a. There is some underlying difficult reality in the problem or solution (e.g., someone could be disciplined or moved, the manager is the problem, risky politics, declining market, etc.).
  - b. There is some underlying concern about personal control, vulnerability, etc.
5. Recognize the difference between denial and resistance.
  - a. Team members in denial are not ready to cope with the change yet.
  - b. Team members in **resistance** are coping by hanging onto status quo.
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6. Let team members vent their feelings during the **deny** and **resist** stages.
7. Ask team members to describe what the pros and cons of the change are to them.
8. Focus on emphasizing the pros of the change by defining what's in it for them.
9. Move to the **exploration** stage by asking, "What if you could be part of the solution? What would you do?"
10. Move to the **acceptance** stage by asking, "What if this change does not go away? Are you willing to live and commit to the alternatives we've explored?"



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### Personal Action Plan

Key learnings:

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I need to contact and involve the following:

<i>Name</i>	<i>How</i>	<i>When</i>
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The specific action steps I will carry out on the job include:

	<i>What</i>	<i>When</i>
1.	<hr/>	<hr/>
2.	<hr/>	<hr/>
3.	<hr/>	<hr/>
4.	<hr/>	<hr/>
5.	<hr/>	<hr/>

Additional issues/concerns I need to address:

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## LEADING A TEAM THROUGH A TRANSITION

To effectively re-create a team at your organization as it grows, changes, or reduces in size, a well-coordinated team transition is necessary.

This process should capture all of the key roles and responsibilities of all team members, and reduce the possibility of something “slipping through the cracks!”

The “Team Transition Worksheet” is provided as a suggested format for you and your team to consider using as you plan the transition of your team.

Although you may create a different worksheet, it is suggested that you use each of the considerations provided in this worksheet as a *minimum*. You may want to add other considerations in columns and rows to ensure the critical items have been covered.

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### Using A Team Transition Plan

“TEAM TRANSITION WORKSHEET”	
What is the purpose?	<p>Use this “Team Transition Worksheet” to plan, document, and evaluate the activities involved in a team transition.</p> <p>The worksheet facilitates an essential discussion of all key responsibilities and tasks of all team members—whether they’re entering, remaining, or exiting.</p> <p>This process will help you determine the most effective and efficient way to reallocate your team’s resources (e.g., time, systems and procedures, materials, equipment, money, etc.) to successfully support changing priorities.</p>