Addressing Change

Up and Down the Org Chart

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Human Dimensions of Organizations

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"Change is inevitable. Growth is optional."

~ John C. Maxwell

Workshop Goals

- Recognize your approach to change
- Understand sources of resistance to change
- Practice strategies for framing changes to stakeholders: managers, peers, subordinates
- Learn strategies for managing change over time

Workshop Overview

- Introductions
- Awareness of Your Approach to Change
  - Change Profile
  - Peek at Bridges Change Model
  - Types of Cultures
- Persuasive Framing
- Role-play Planning (2 worksheets)
- Lunch

Workshop Overview

- Bridges Model: Deep-dive
- Practice: Role Play #1
- Case Study
- Practice: Role Play #2
- Managing Change over Time
  - Kotter Change Process Efforts and Sources of Failure
- Practice: Role Play #3
- Take aways
- Evaluation

Introductions

- Name
- Organization
- A change you plan to examine more closely and use during role plays

Change Profile Questionnaire

- Complete the Change Profile Questionnaire
  - o On paper
  - o On-line with this link (emailed)
    https://utexas.qualtrics.com/jfe/form/SV_aUVKkmUnKHEf98p

- Score the Change Profile Questionnaire
  - o Automatically scored on-line

Result is for your information only

Change Types: Responses to Change

- **Resigning:** Against a change but feel powerless to do anything but accept it

- **Resisting:** Against change & actively oppose it

- **Adapting:** Pleased with change but not interested in initiating it

- **Leading:** Proactive about making positive change happen

Stages of Grief
(negative change)

- **Denial:** *"No, not me. Can't be true"*
- **Anger:** *"#%?!!**# … Why me?"*
- **Bargaining**: *"If I do ____, then that won't happen"*
- **Depression:** *"Woe is me"*
- **Acceptance:** *"It's okay"*
- **Renewal:** *"I'm energized again"*

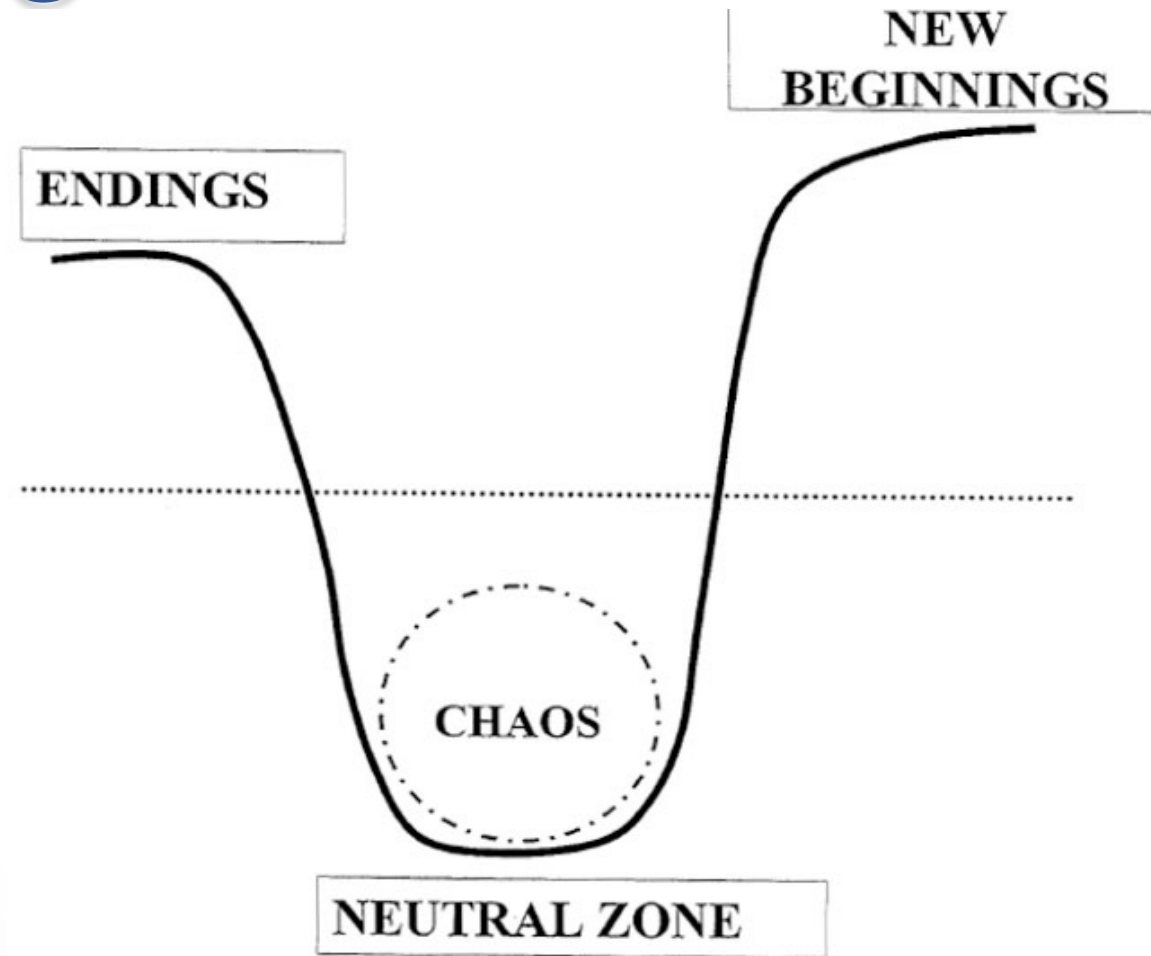# Cuing Emotional Intelligence*

- Understand personal sources of resistance
- Question basis of emotional responses
- Own part of the responsibility
- Look for positive aspects

* Kandi Wiens and Darin Rowell, "How to Embrace Change Using Emotional Intelligence," HBR, 31 Dec 2018

Response to Positive Change
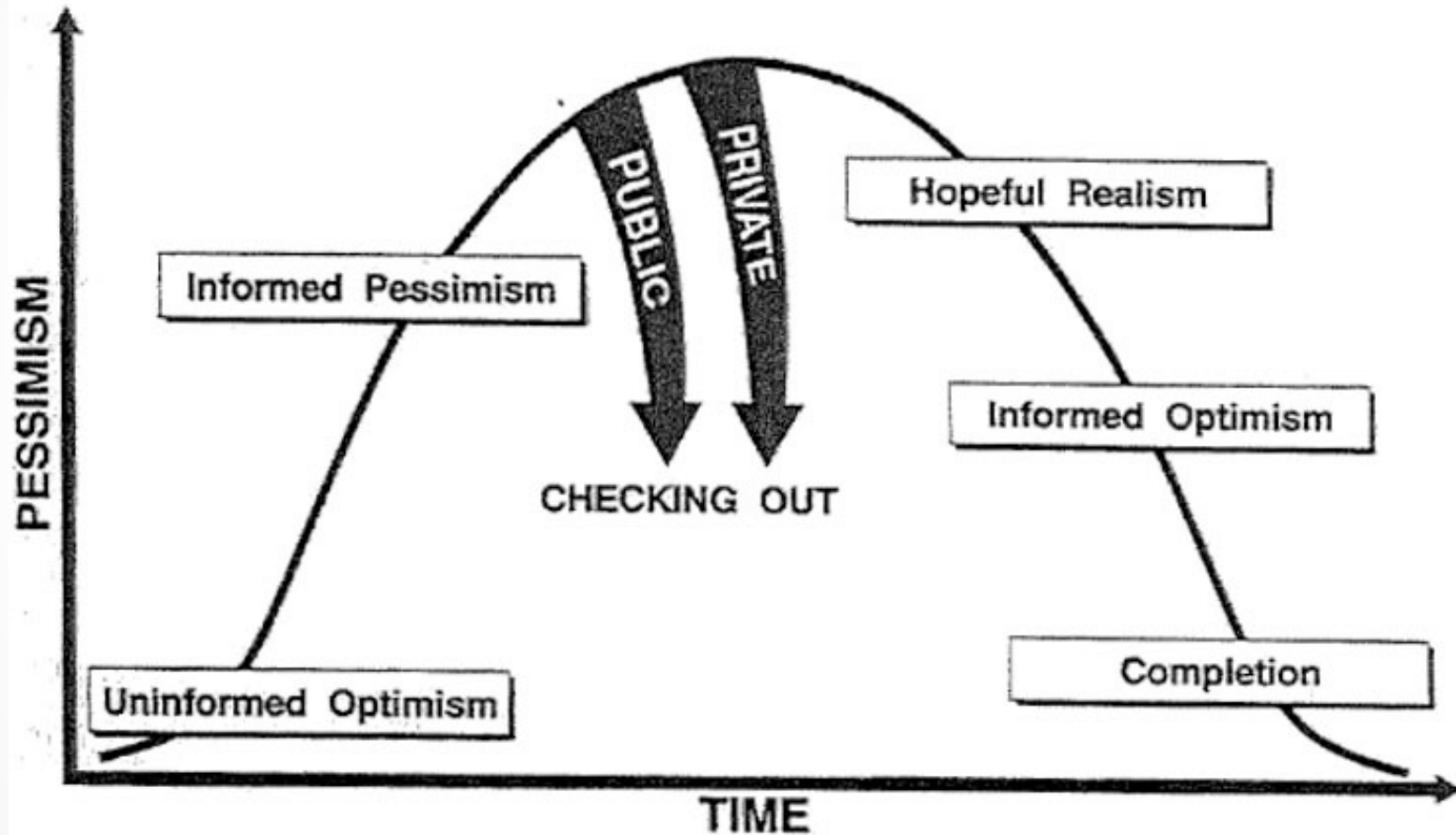
Bridges Model: Transitions

Overview of Bridges Phases

Phase	Characteristics	Reactions	Goals
Ending	Loss of: Identity, Control, Meaning, Belonging, Turf, Structure, Relationships	Denial Anger Shock	Letting go of what is being lost
Neutral Zone	Resistance to change and the unknown; Exploring new opportunities	Fear, Anger, Frustration, Stress, Confusion, Creativity, Hope	Managing fear; Beginning to explore; Testing new possibilities
New Beginning	Commitment Action	Energy, Anxiety, Enthusiasm	Achieve the new beginning

Persuasive Framing:
Organizational Ecosystem

Matrix 1: Structure/Hierarchy
Matrix 2: Discourse Attitudes

Ecosystem Structure/Hierarchy:
Stakeholders

Stakeholders are
- knowledgeable and/or
- affected by the situation under discussion and/or
- responsible for final decisions/actions and/or
- capable of fostering/blocking a solution

Different strategies are needed for different ecosystems

Ecosystem Structure/Hierarchy

Formality of Org Chart

- Continuum from Standing Committees to Ad hoc Committees
- Greater formality means greater investment in the hierarchy

Participant Relations

- Continuum from all Insiders to mixed to all Outsiders
- Greater diversity means fewer shared assumptions and loyalties

Formality of Organizational Chart

Standing Committees

Ad hoc Groups

LEGISLATURE

BOARD MEETING

CABINET MEETING

TEAM MEETING

BOOK CLUB

VOLUNTEER DAY

Participants' Relations to You

COMMUNITY GROUPS
OUTSIDE AGENCIES
JOURNALISTS
CLIENTS
OUTSIDE Co-WORKERS
PEOPLE I SUPERVISE
PEER Co-WORKERS
SUPERVISORS

OUTSIDERS

INSIDERS

Organizational Matrix

STANDING

Legislative
Debate

Public
Hearings

OUTSIDER ⟵————————⟶ INSIDER

Volunteer
Day

Kitchen
Table

AD HOC
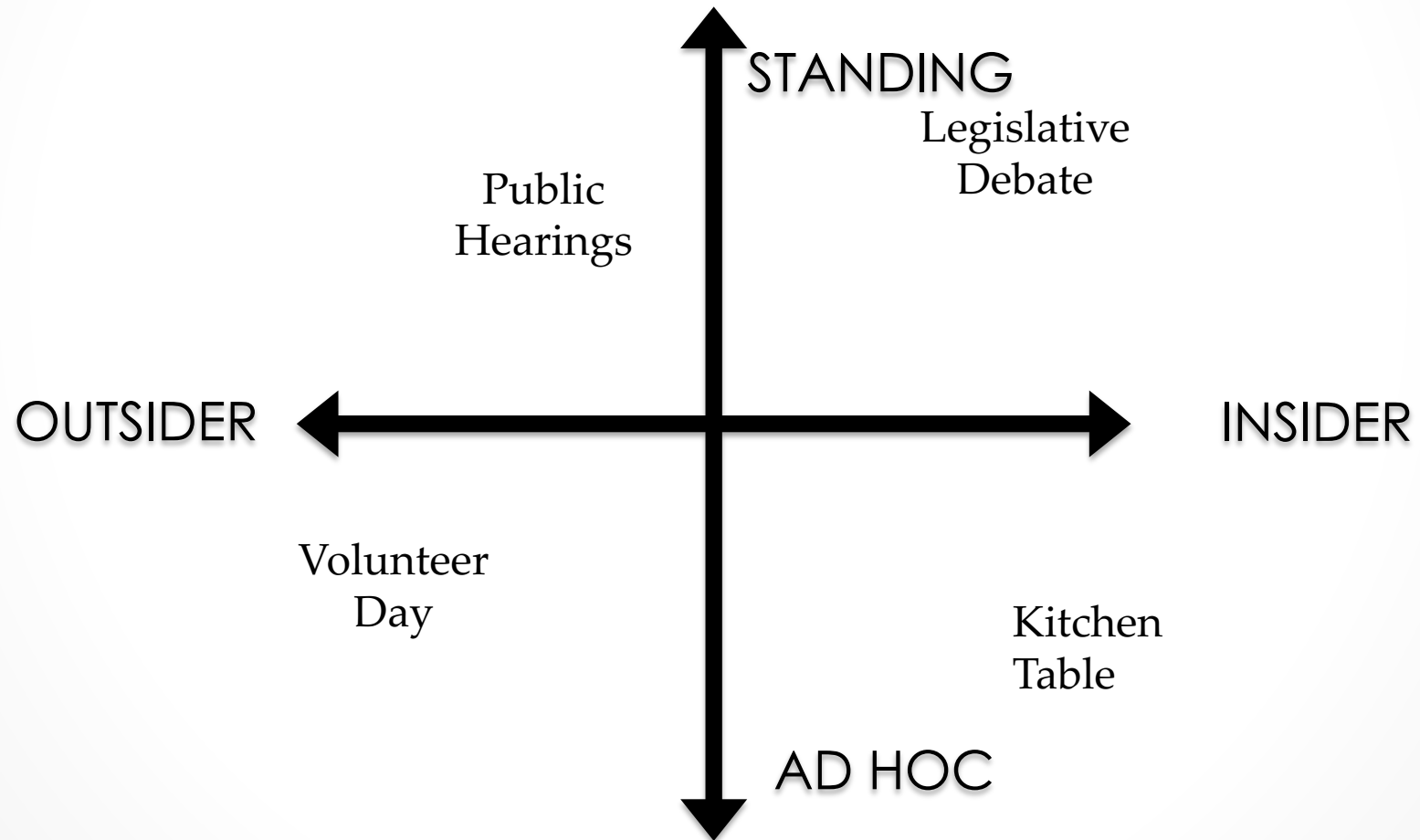
Discourse Culture

Tolerance for dissent

- o Continuum: communities where everyone loves to hash it out to those that loathe discord
- o Greater tolerance for dissent means greater openness to change

Action orientation

- o Continuum: communities that value airing all views to those geared toward making decisions
- o Greater need for action means more need for persuasion and compromise

Tolerance for Dissent

HASHING

HARMONIZING

Juries
Legislature
TV News Panels

Chat Rooms
Board Meetings
Mediation

AA Meeting
Dinner Table

Action Orientation

EXPRESSING

BULL SESSION

BOOK CLUB

KITCHEN TABLE

JURY

DECIDING

Discourse Culture Matrix

HASH

Jury

Book Club

EXPRESS ←———————————→ DECIDE

Kitchen Table

Dinner Table

HARMONY

Hash-Decide Quadrant

HASH

Compete

Collaborate

Compromise

Avoid   Accommodate

EXPRESS ⟷ DECIDE

HARMONY
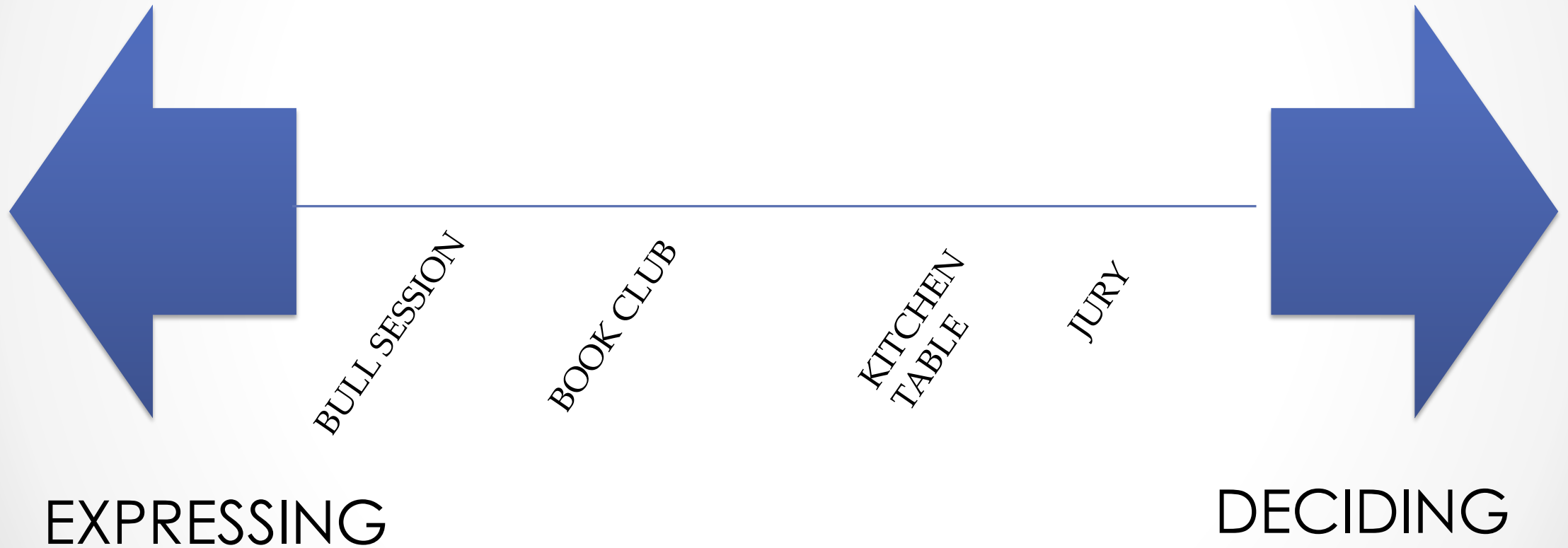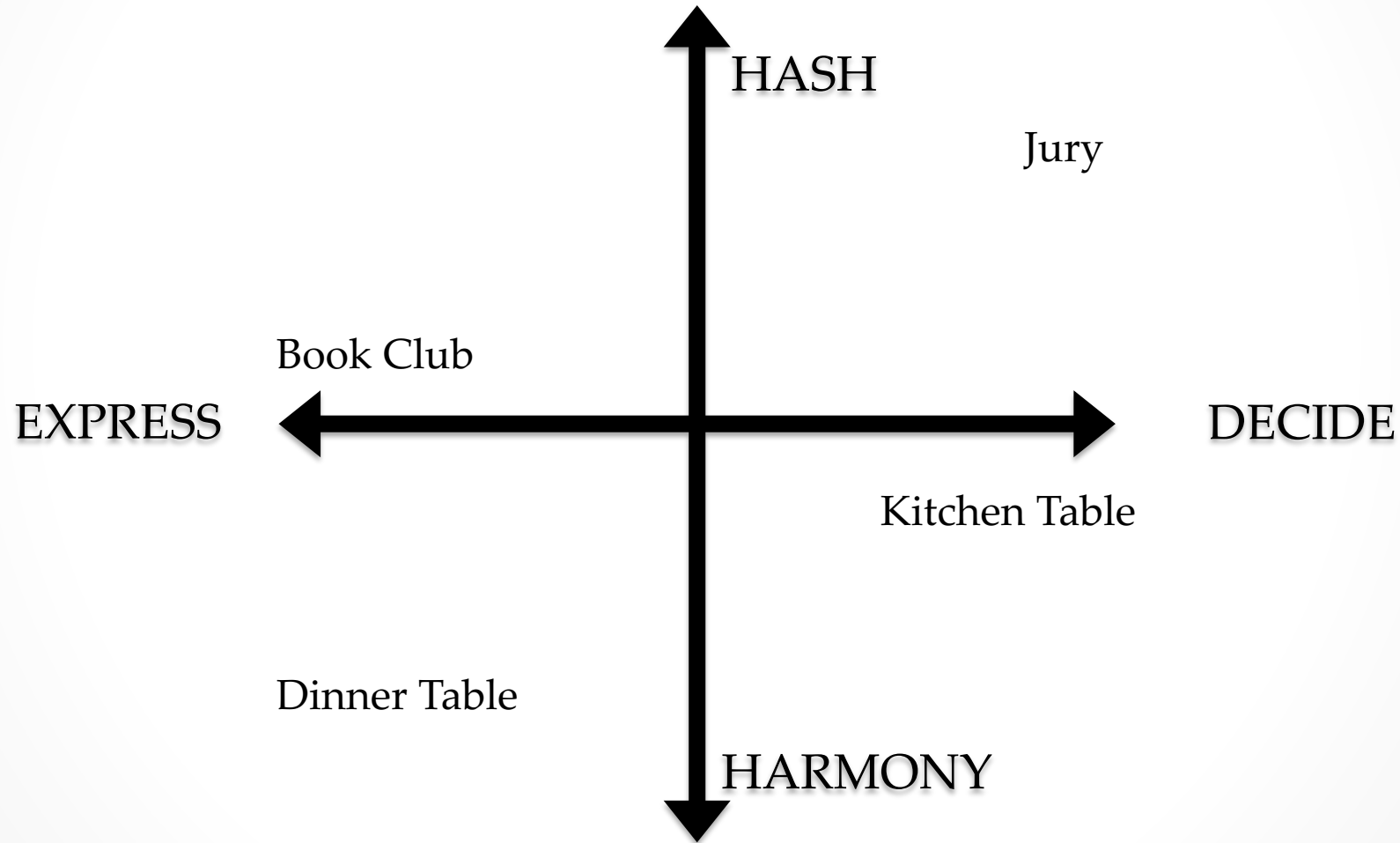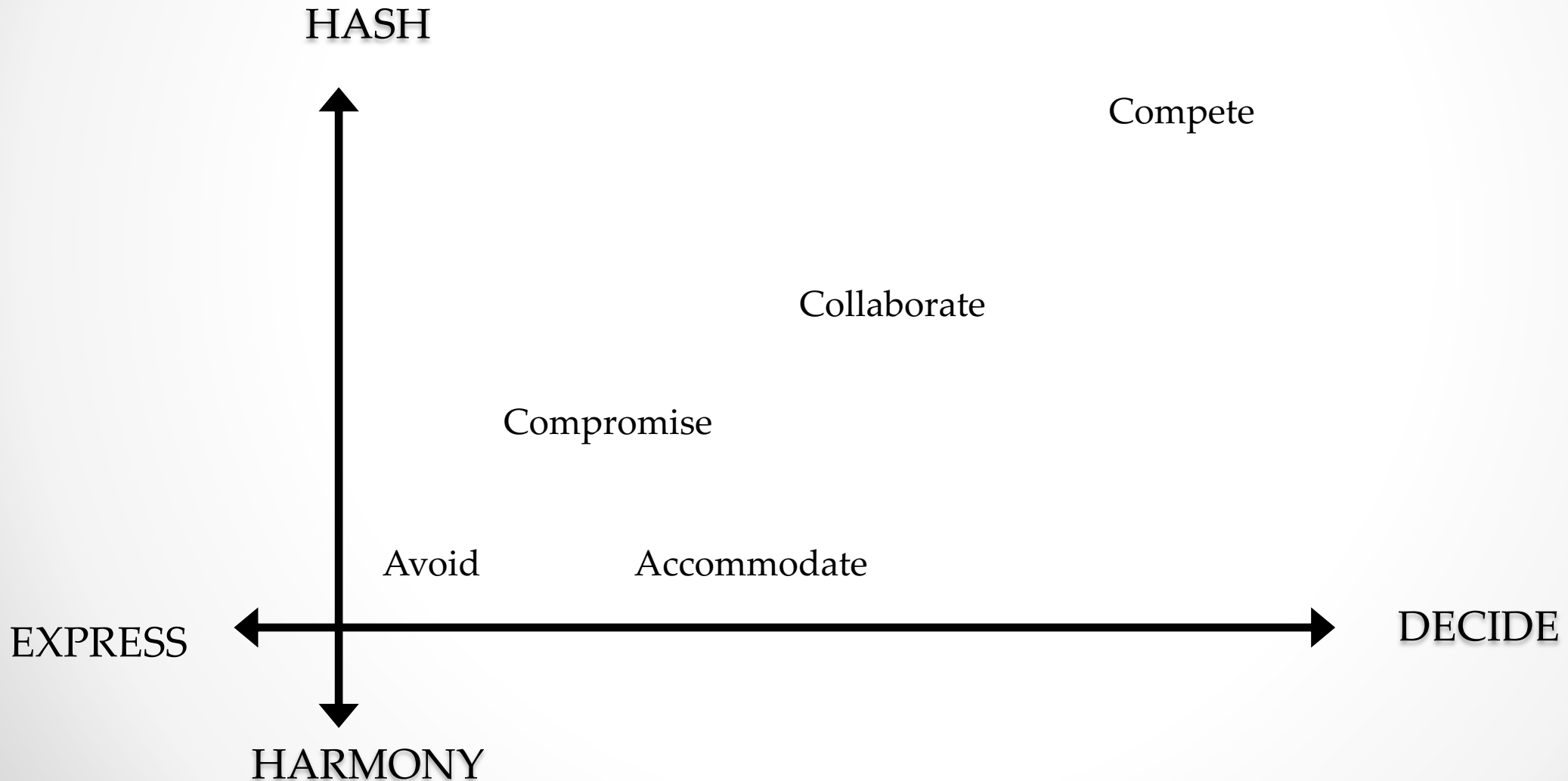
Where are you?

Place dots for YOUR organization's culture on the
Organizational Structure matrix
Discourse Culture matrix

Bain Corporate Change Readiness Elements*

Purpose	Creates a sense of belonging; guides decisions and inspires action
Direction	Translates your purpose into a plan; clarifies where you are going and how to get there
Connection	Taps into the social side of change; creates networks of influencers and fans
Capacity	Defines the limits of change; allows you to absorb more change
Choreography	Helps you be more dynamic; adjusts change priorities and sequences moves
Scaling	Creates a virtuous cycle; spreads innovation and amplifies impact
Development	Prepares you for growth; builds learning and change capability
Action	Builds momentum; fosters a can-do mindset and a bias for change

Communication is Key!

- Why is this change necessary?
- What are the benefits of the change?
- What are we letting go of?
- What question and concerns can we expect along the way?
- What should we not expect?

- Special challenges for leaders:
  - Balance of empathy and sense of urgency
  - Supporting others through the change

Communication Plan

Message Components	Stakeholder:	Stakeholder:	Stakeholder:
Primary Concern			
Other Concern(s)			
Message			
Messenger(s)			
When Message Will Be Delivered			
How and Where (media)			
Supporting or Collateral Materials			
Person Primarily Responsible			
Other Persons			

Phraseology Frames

Soliciting views, respecting positions, acknowledging difference, moving closer

Phraseology Frames

Topics

- Promoting discussion
- Checking agreement/comprehension
- Acknowledging other views
- Making concessions
- Stating disagreement
- Defusing tension
- Dealing with the unexpected
- Moving in a productive direction
- Promoting good will

Style adjustments

- Up and down the chart
- One-on-one vs. one-to-group
- Formal vs. loose cultures

Promoting Discussion

From the top:

- "I want to hear from everyone on this"
- "I don't know the ins and outs, so I really need your input"

Peer to Peer:

- "Remember everyone deserves respect and attention"
- "Not everyone has weighed in yet"
- "What do other people think?"

Looking Up:

- I may be the only one, but…
- From where I'm sitting, ….

Formal:

- We're going to take everyone's input very seriously

Loose:

- Don't be shy here…
- Let's hear some reactions

Checking Comprehension/Agreement

- "So are we agreed that we're going to give it two weeks?"
- "Who still has some concerns about saying two weeks?"
- "So do most people think two weeks is realistic?"
- "So is two weeks a problem for anyone?"
- "Am I the only one who thinks two weeks isn't enough time?"
- "What if two weeks isn't enough?"

Acknowledging Other Views

- "Here's what I hear you saying… is that right?"
- "Correct me if I'm wrong"
- "I understand that you prefer …."
- "I know you see it a different way"
- "You've helped me get a different perspective on this"
- "Thanks for explaining that so clearly"

Making Concessions

- "That option does have some things going for it"
- "You're right that…"
- "I agree with you that…"
- "I hadn't realized that…"

Stating Disagreement

Peer to Peer

- "Here's where we differ…"
- "I'd like to see more evidence on that point"
- "I also see some disadvantages"
- "Let me play devil's advocate here"
- "I'm still uncomfortable with this"

Looking Up

- "I don't want to tell you how to do your job but I do want to share some information"
- "I know you had no control over this, but…"
- "This might seem kind of touchy-feely, but…"
- "Could you clarify your goals"
- You've always asked for feedback so now I have some

Moving in a Productive Direction

- "There are other options here that we haven't considered"
- "Can we put that aside for the moment?"
- "We're not really that far apart"
- "Let's not make the perfect the enemy of the good"
- "Is there a way to do a "both-and" instead of an "either-or"
- "Could you live with…"

Defusing Tension

- "Hang on, let's make sure we understand here"
- "Let's not shut down that viewpoint too quickly"
- "Remember the main goal here"
- "I think we understand that viewpoint. Does anyone have a different view?"
- "Let's remember the main goal here"
- "Now THIS is what I call dialogue!"

Dealing with the Unexpected

- "I don't have a solution all ready to go. We need to figure this out together"
- "Let me get back to you on that"
- "That's a big new idea that we'll need time to think about"
- "Let's note that down and take it up at a later meeting"
- "Remember this is hard"
- "We don't know yet exactly what it's going to look like"
- "We're on the same team here"
- "It's not going to be smooth sailing"

Promoting Good Will

- "This has been a really good discussion"
- "Thanks for staying so engaged"
- "That's very helpful"
- "That's given us some important things to think about"
- "If you think of anything else or didn't want to speak up now, please get in touch"

Communication is Key!

- Complete the Change Role Play Preparation Worksheet

- Review the Observer's Role Play Worksheet

Role Play Preparation

1. **Scenario Description**: What is my role and who am I speaking to? What do I need to communicate? Summarize in 2-3 sentences what you need to communicate. What reaction(s) do I anticipate?

2. **My Readiness**: How am I feeling now? What stage of the Bridges change model am I in? What stage do I think my team members/stakeholders are in? What is my desired outcome from the conversation?

3. **Communication Plan**: What is my opening sentence? What are my key points? How will I invite discussion? What is my closing sentence?

4. **Future Orientation**: What are my next steps following the team member/stakeholder meeting?

Lunch!

Overview of Bridges Phases

Phase	Characteristics	Reactions	Goals
Ending	Loss of Identity, Control, Meaning, Belonging, Turf, Structure, Relationships	Denial Anger Shock	Letting go of what is being lost
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New Beginning	Commitment Action	Energy, Anxiety, Enthusiasm	Achieve the new beginning

Deeper Dive: Endings

Transition Phase	Reactions	What you will HEAR	What you will SEE
Endings	Denial Anger Shock	• *"Just sit tight. This won't last long"* • *"People aren't serious about this"* • *"This won't work here"*	• They keep working the way they've always worked • Quality & quantity of work decreases • Rumors & gossip increase

Deeper Dive: Neutral Zone

Transition Phase	Reactions	What you will HEAR	What you will SEE
Neutral Zone (Chaos)	Fear Anger Frustration Confusion Stress Skepticism Impatience Hope Acceptance Creativity	• *"I don't know what I am doing"* • *"What does this mean to ME?"* • *Who's in charge, & do they know what they are doing?* • *"If you don't know what we are supposed to do, how about we do it this way??*	• Informal hallway meetings • Rumor mill run rampant • Procrastination • Tardiness • Increased absenteeism

Deeper Dive: New Beginnings

Transition Phase	Reactions	What you will HEAR	What you will SEE
New Beginnings	Energy Anxiety Frustration Enthusiasm	• *"Let's get going on this"* • *"I see ways we can make this better"* • *"This will be exciting to try"*	• Willingness to try new things • Forming of new relationships & partnerships • Impatience with those who have not reached New Beginnings

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Leadership Strategies

Transition Stage	Leadership Strategies
Endings	• Reinforce the change. Check for understanding. • Allow voicing of anger, frustration, concerns. • Communicate, communicate, communicate • Set clear expectations about performance standards
Neutral Zone (Chaos)	• Meet frequently • Explain the potential impact on people • Communicate, communicate, communicate • Provide structure • Focus on short term goals • Recruit high performers • Be patient

Leadership Strategies (continued)

Transition Stage	Leadership Strategies
New Beginnings	• Delegate work appropriately • Develop new job accountabilities • Emphasize the need to make it better • Communicate, communicate, communicate • Create an empowering environment • Involve individuals as agents of change

Leadership Behaviors
by Bridges Model Phase

NEW BEGINNINGS

ENDINGS

Be empathetic
Mark the ending
Reinforce need for change
Acknowledge losses

Celebrate success
Build alliances
Negotiate roles

Share information
Provide structure
Celebrate progress
Maintain regular contact
Ensure meaningful work

CHAOS

Discover the future together
Encourage personal responsibility
Provide training
Challenge to take action
Define roles

NEUTRAL ZONE

Commitment Curve

STAGES FOR BUILDING PERSONAL COMMITMENT TO CHANGE

High (Involvement)

COMMITMENT

Low (Awareness)

Ownership
Individuals make the change their own. Changes become the way work is done now—the new status quo

Adoption
Individuals are actively participating in the initiative and are acquiring the skills necessary for change

Acceptance
Individuals are willing to work with and implement changes and are ready to acquire the skills to adopt

Personal Understanding
Individuals understand impacts and benefits to them personally

General Understanding
Individuals understand impacts to the organization & their functional area

Awareness
Individuals are aware of basic scope and concepts of initiative

Status Quo   TIME   Vision

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Role Play #1

**Stakeholders/
Employees/
Team**

Leader

Observer

Role Play Debrief

- **What worked well?**

- **What was most challenging?**

- **Aha's?**

- **Take-aways?**

Case Study #1

Seton Healthcare Family Reduction in Force (RIF)

Need to reduce costs resulting in multiple cost-cutting measures, including eliminating 110 positions (out of approx. 9,000 employees)

Seton Reduction in Force (RIF)

Strategies for Endings:

- Reinforce the change
- Allow voice of anger, frustration, concerns.
- Communicate, communicate,...
- Set clear expectations about performance standards

Leadership Actions Taken:

- Share financials--transparency
- Share other cost-cutting steps being taken
- Share process & timing for determining positions to be eliminated; invite volunteers
- Share supports for those laid off
- Solicit questions, concerns
- Share FAQs; address rumors
- Reinforce daily standards not changing

Seton Reduction in Force (RIF)

Strategies for Neutral Zone:

- Meet frequently
- Explain potential impact on people.
- Communicate, communicate,…
- Provide structure
- Focus on short-term goals
- Recruit high performers
- Be patient

Leadership Actions Taken:

- Frequent communications, FAQs
- Train managers to be empathetic, encourage 1:1 dialogue, express appreciation
- Make EAP available
- Highlight what hasn't changed
- Solicit ideas for improved procedures
- Eliminate some task(s)!
- Highlight # of employees placed
- Recognize staff efforts to focus on short-term goals

Seton Reduction in Force (RIF)

Strategies for New Beginnings:

- Delegate work appropriately
- Develop new job accountabilities
- Emphasize the need to make it better
- Communicate, communicate
- Create an empowering environment
- Involve individuals as agents of change

Leadership Actions Taken;

- Share progress -- +/-
- Recognize victories, especially new procedures, eliminated work
- Emphasize development opportunities, especially cross-training
- Continue to solicit ideas for streamlining work
- Update job descriptions; consider pay adjustments

Role Play #2
(adjust as needed)

**Stakeholders/
Employees/
Team**

Leader

Observer

Role Play Debrief

- **What worked well?**

- **What was most challenging?**

- **Aha's?**

- **Take-aways?**

Kotter's 8-Step Change Process

1. Establish a sense of urgency
2. Form a powerful guiding coalition
3. Create a vision
4. Communicate the vision
5. Empower others to act on the vision
6. Plan for and create short-term wins
7. Consolidate improvements and produce more change
8. Institutionalize new approaches

Kotter's Change Process

1. **Establish urgency**
   - o Describe potential crises and untapped opportunities based on market and competitive realities
   - o Convince stakeholders (75% or more) that status quo is riskier than the unknown

2. **Form a powerful guiding coalition**
   - o Assemble a group with shared commitment and enough power to lead the change effort
   - o Instill team outlook and practices

Kotter's Change Process

3. Create a vision

- o Create a vision to direct the change effort
- o Develop strategies for realizing that vision

4. Communicate the vision

- o Use every vehicle possible to communicate the new vision and strategies
- o Teach new behaviors, modelled by the guiding coalition

Kotter's Change Process

5. Empower others to act on the vision

- o Remove obstacles and/or alter systems or structures undermining the vision
- o Encourage risk taking and nontraditional ideas and activities

6. Plan for and create short-term wins

- o Define and engineer visible performance improvements
- o Recognize and reward those contributing to those improvements

Kotter's Change Process

7. **Consolidate improvements and produce more change**

   o Use increased credibility from early wins to change systems, structures, and policies that undermine the vision

   o Hire, promote and develop those who can implement the vision

   o Reinvigorate the change process with new projects and change agents

8. **Institutionalize new approaches**

   o Articulate connections between new behaviors and organizational success

   o Create leadership development and succession plans consistent with the new approach

8 Step Change Process

Make It Stick

8. Create a New Culture

7. Don't Let Up

Make It Happen

6. Produce Short-Term Wins

5. Empower Others to Act

4. Communicate for Understanding and Buy-In

Decide What to Do

3. Develop the Change Vision and Strategy

2. Pull Together the Guiding Team

Set the Stage

1. Create a Sense of Urgency

Kotter, John P. and Rathgeber, Holger, *Our Iceberg is Melting*. New York: St. Martin's Press

Why Transformation Efforts Fail

1. Not enough urgency
2. Weak guiding coalition
3. Lack of vision
4. Under-communicating the vision by a factor of 10
5. Not removing obstacles to the new vision
6. Not planning for and creating short-term wins
7. Declaring victory too soon
8. Not anchoring changes in the organization's culture

Managing Complex Change

Vision	+ Skills	+ Incentives	+ Resources	+ Action Plan	= Change
	+ Skills	+ Incentives	+ Resources	+ Action Plan	= Confusion
Vision		+ Incentives	+ Resources	+ Action Plan	= Anxiety
Vision	+ Skills		+ Resources	+ Action Plan	= Resistance
Vision	+ Skills	+ Incentives		+ Action Plan	= Frustration
Vision	+ Skills	+ Incentives	+ Resources		= False Starts

Case Study #2

Ascension ERP: Project Symphony

Design and implement system (software and processes) to standardize Finance, HR and Supply Chain operations across 40 health systems in 22 states.

$1.5 billion initiative over ~5 years

Ascension ERP: Project Symphony

1. **Establish a sense of urgency**

2. **Form a powerful guiding coalition**

Leadership Actions Taken:
- Benchmark current costs, industry consolidation
- Highlight inefficiencies and risk of less $$ for patient care
- Promote vision of system-ness
- Form steering committee with powerful advocates and skeptics
- Recruit project team – internal and external
- Conduct team building for project team

Ascension ERP: Project Symphony

3. Create a vision:

4. Communicate the vision:

Leadership Actions Taken:
- Do cost/benefit analysis
- Form process teams (benefits, budget, etc.)
- Solicit vendor proposals (chose PeopleSoft)
- Create prototypes and share via video, FAQs, roadshows, website, hands-on demos, etc.
- Address skeptics; connect with our values
- Create rollout scenarios
- Conceptualize new jobs, org.

Ascension ERP: Project Symphony

5. Empower others to act on the vision

6. Plan for and create short-term wins

Leadership Actions Taken;
- Assess local change readiness
- Share progress reports
- Prepare local systems for the changes ahead—expect bumps, resistance, excitement
- Recruit/tout Alpha and Beta sites
- Recruit opinion leaders, advocates
- Tensions: Separate Symphony organization with different "rules"

Ascension ERP: Project Symphony

7. Consolidate improvements to produce more change

8. Institutionalize new approaches

Leadership Actions Taken;
- Standup Shared Services Center
- Recruit and train change champions
- Redesign jobs at local systems; people apply for new jobs
  - Some promotions, some layoffs
- Make midcourse corrections
- Replace/reinvigorate the original Symphony project team
- Celebrate progress; the way we now work!

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Role Play #3
(adjust as needed)

**Stakeholders/
Employees/
Team**

Observer

Leader

Role Play Debrief

- **What worked well?**

- **What was most challenging?**

- **Aha's?**

- **Take-aways?**

Recap

- Change profile
- Types of cultures
- Persuasive framing
- Bridges change model
- Kotter 8-step change process
- Practice, practice, practice!

Take aways

- How has your thinking about your "change situation" changed?
- What did you find most memorable, valuable, surprising from the day?
- What improvements would you suggest?
- What questions do you have?

Note: List of Selected Resources provided.

Lessons from the Geese

Thank you!
Feel free to get in touch any time!

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