



Managing Change

Strategies and Tools for Leadership

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Today's Journey

- Welcome
- Your Experience with Change
- The Big Ideas
- Key Issues in Change
- Loss and Change
- Force Field Analysis
- Next Steps





Change:

A specific event, or related events reflecting a new beginning

“Let’s change ‘brink of chaos’ to ‘Everything is wonderful.’”

The New Yorker, October 18, 2004



Key Leader Roles



*I*nspire

*P*rotect

*S*tabilize

History of Change Management

- Change happens, we just have to make people do what we want
- Change is a distinct process
 1. Unfreeze
 2. Change
 3. Refreeze(Lewin, Schein)



History of Change Management



- Change is a technology
 - Present State
 - Future/Desired State
 - Transition State (Beckard, Harris, Bridges)
- Change is a constant
 - Leading change is an essential skill for managers

Key Change Management Issues

- Balance individual and organizational needs
- Focus on what's NOT changing
- Everyone REALLY understands
- Keep the baby, throw out the dirty water



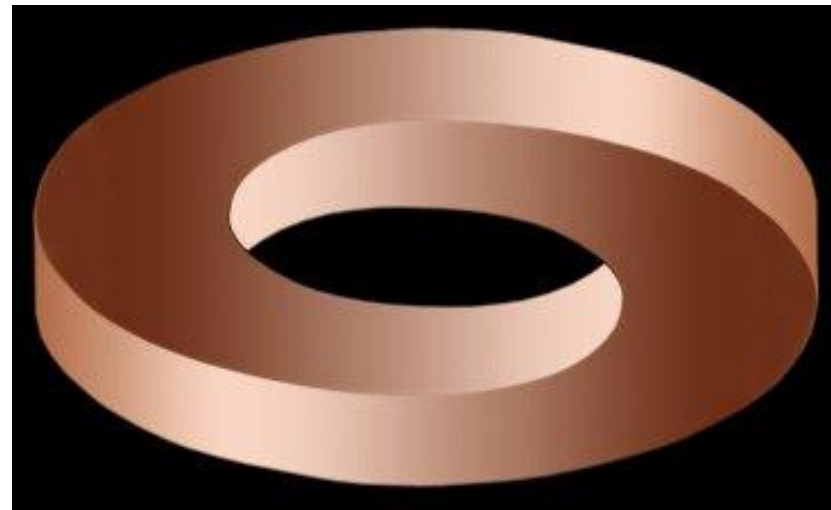
Key Change Management Issues



- Make meaning for everyone
- Over communicate
 - Impeccably consistent
- Make solid plans
 - Review & revise
- Technological, cultural and political impact

Change Agent Challenges

- Decide which constituencies to attend to
- Know the depths and limits of your skill and expertise
- Decide what to do, manage and have done
- Effectively work with power, authority, and ambiguity



Stages of Transition

- Endings
 - The zone of Dis
- Neutral Zone
 - The zone of Fog
- Beginnings
 - The zone of hope



LOSS

- Attachment
- Turf
- Structure
- Future
- Meaning
- Control
- History



New Beginnings

- How do you plan to introduce the new state?
- How can this team work together to manage these changes?

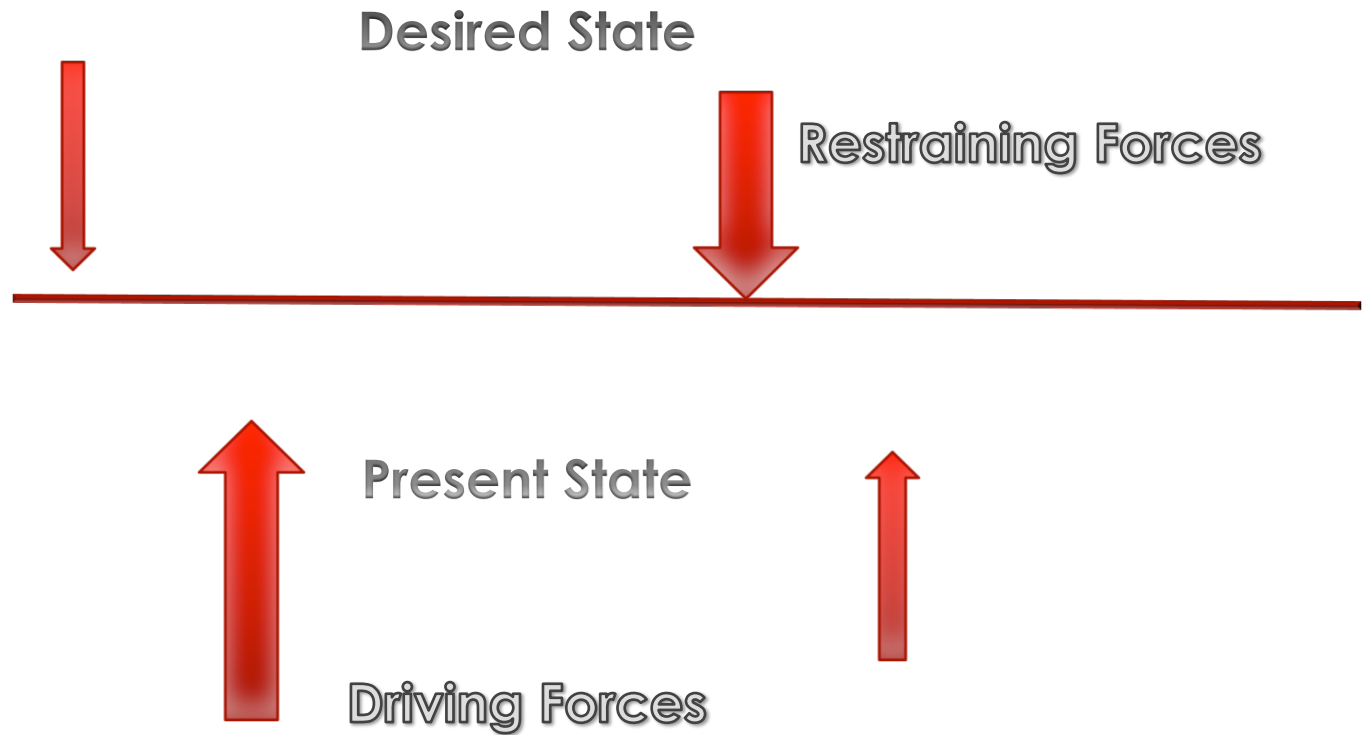


Getting Everyone to Yes!

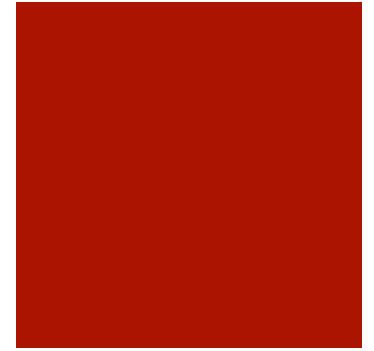
- Talk about the change – vision
- Talk about the rationale – be concrete
- Talk about the data – give examples
- Tell stories
- Address WIIFM



Force Field Analysis Tool



Force Field Analysis



- Name Change Problem
- Identify the (future) Desired State
- List Driving Forces
- List Restraining Forces
- Note which Driving Forces are the strongest
- Strategize to increase the impact of Driving Forces

Summary

Managing Change is a process that relies on the Change Agent's

- Self awareness
- Continuous reflection on the state of and needs of the organization
- Consistent, frequent communication

Key Leaders

- Inspire
- Protect
- Stabilize

