

How to Super-Charge Your Change Management Approach

For Individuals, Managers, and Teams



Do I want to do this? **5**

Can I do this? **4**

Are they serious about this? **3**

Do I know how we will do this? **2**

Do I know why we are doing this? **1**

Situation...

Improving the performance of an organisation will invariably involve changing something – a process, a system, the organisation design, or some job/role descriptions.

Most organisations use programmes and projects to make these improvements - these usually involve changes that directly affect people.

Of those programmes and projects that fail to deliver on expectations, most of them fail because of reasons related to people (and culture).

Change management is an approach to helping people navigate the changes that programmes and projects will bring.

Project management is all the other planning, task, action, tracking and deadline type activities.

Change management and project management should work together in parallel.

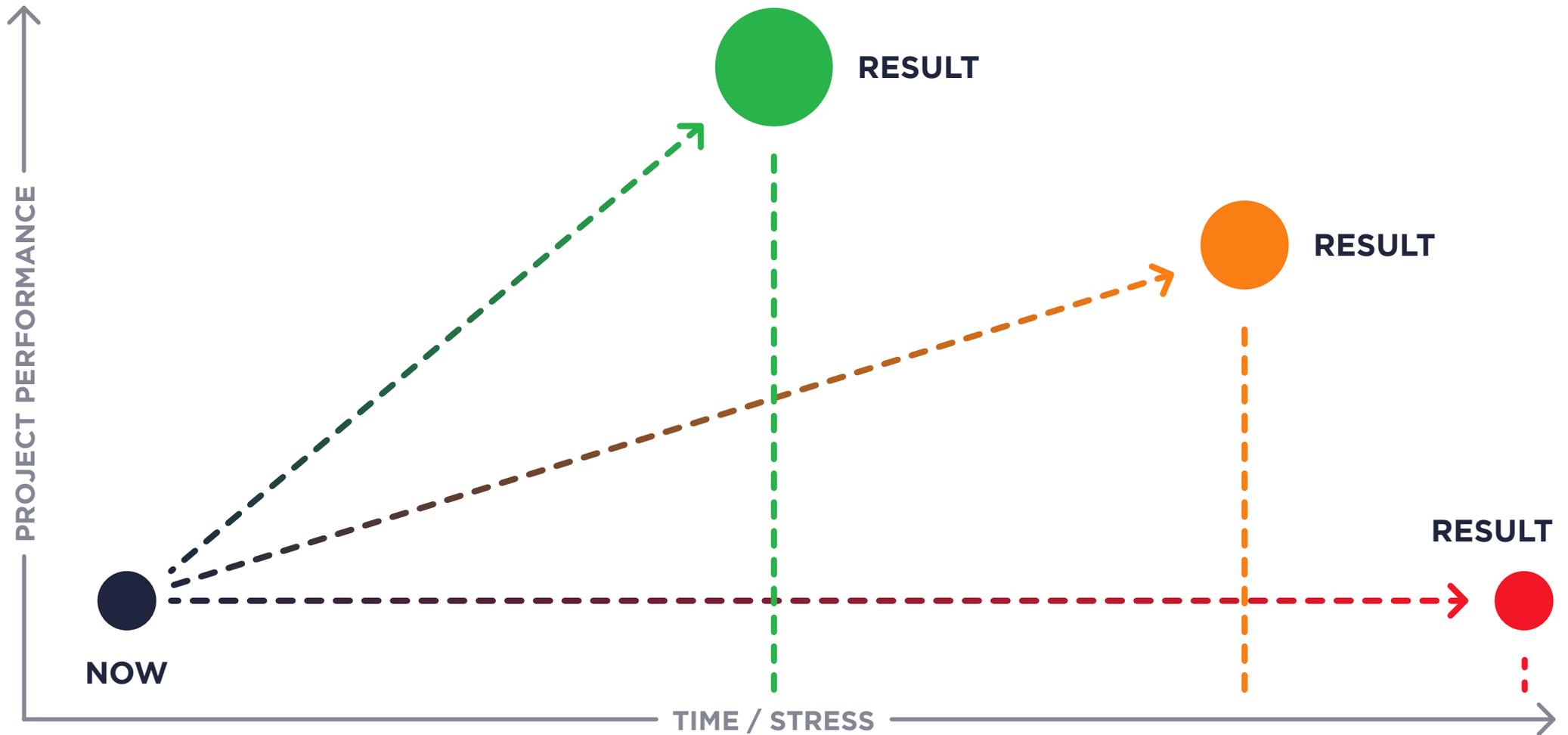
Whilst there are many things that should be considered within the change management part of a programme or project, there are a few things that make the biggest difference (and yield the best results).

We will look at those few things here.

What is Change Management Trying to Achieve?

- Programmes and projects meeting or exceeding expectations
- In the fastest possible time
- With the least amount of disruption, stress, and organisational resistance
- By helping all the people involved navigate through the process of change

Effective Change Management Helps to Increase Project Performance and Reduce the Time and Stress



There are Many Things That Should be Considered as Part of a Change Management Approach...

Sponsorship:

- Who are the key sponsors?
- Who are the critical supporters?
- How do we ensure their continued support?

Communications:

- What's the vision and goals?
- What's the strategy?
- Who are the stakeholder groups?
- What are the key messages, channels and frequency?

**All these things may be necessary,
but they are not sufficient...**

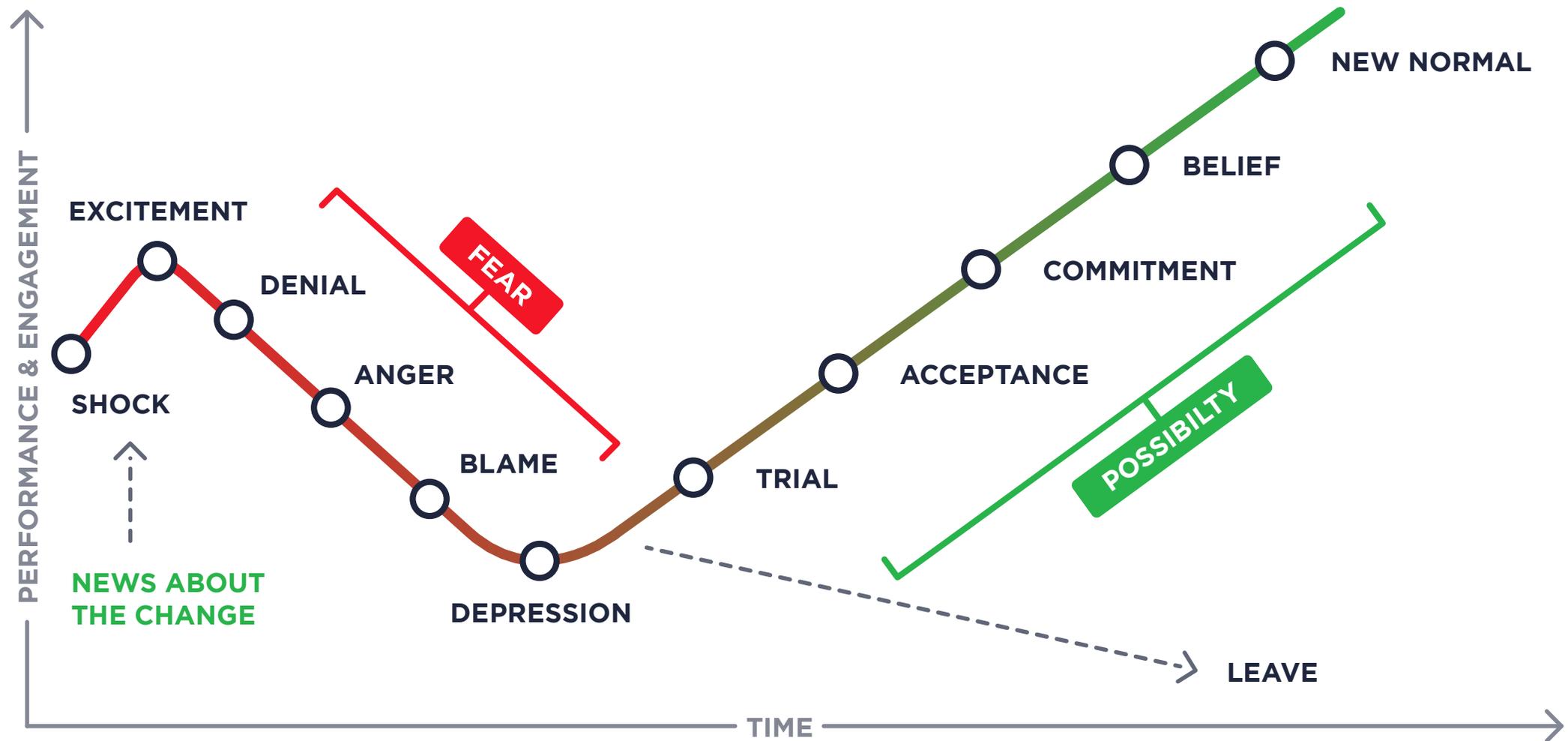
Capacity Building:

- What new roles will we need?
- When will we need them?
- Where will we get the required skills and experience?
- Who needs what training and coaching and when?
- How do we support those who will leave?

Change Champions:

- What is their role?
- Who would be suitable?
- What support do they need?

Effective Change Management Helps all of us to Proceed Through this Change Curve...



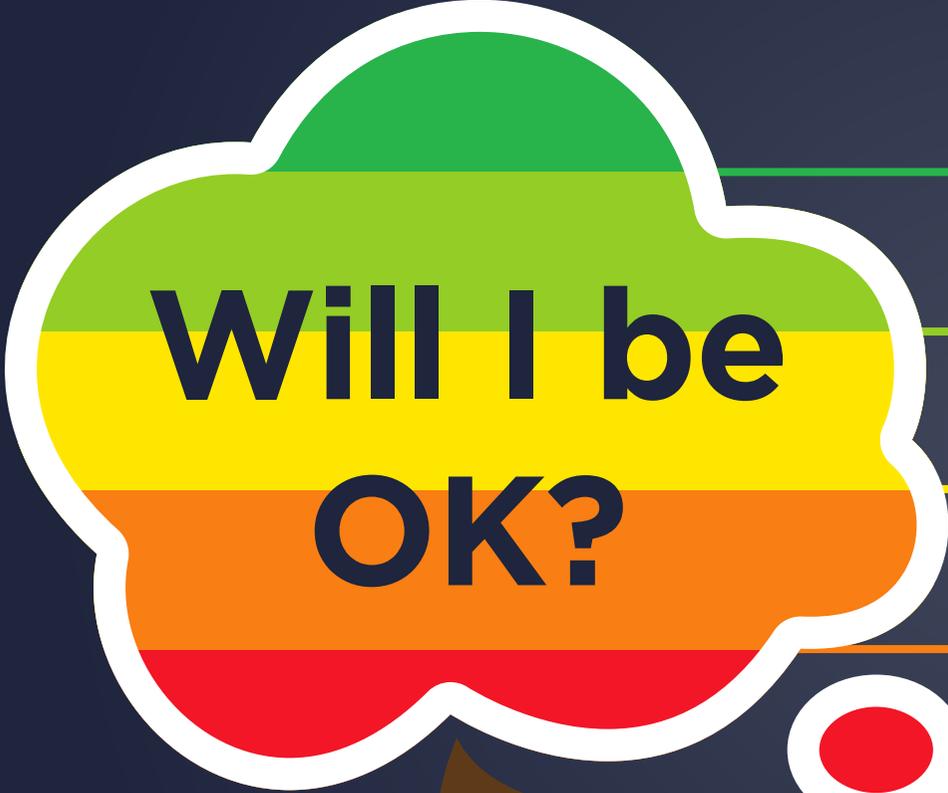
Organisations do Not Change. Individuals do...

So whilst it is important to make sure all of the components of change management are being considered, thought through, and done... the most important thing to consider is what's going on inside the individuals involved... not just at the start of the process, but all the way through.



Because how I am thinking and feeling about this change, directly affects the quality of my work...

To Get Through the Change Curve in the Best Way, Individuals Need to be Able to Answer (For Themselves) YES to These Six Questions*...



**Will I be
OK?**

Do I want to do this? **5**

Can I do this? **4**

Are they serious about this? **3**

Do I know how we will do this? **2**

Do I know why we are doing this? **1**



*Of course, there will be lots more questions than these, but these six are probably the most important

The “Communications” Part of Change Management

All approaches to change management include a large component on communications - which makes sense.

But, in many cases what usually happens is only one-way communications - from the sponsors of the change to those people affected by it.

The sponsors just want the people involved to “get it” and then everything will be OK.

They also often assume that their communication can be done just once and that’s enough.

Wrong!

People take time to really understand what the change means for them. They need to ask questions to clarify things. They need to be able to visualise what the future looks like for them as individuals.

They need to answer their own “YES” to all those six questions - not just the why and the what and the how.

And some days they will answer YES and feel confident about the changes that are to come, and some days they will answer NO and might be very worried and stressed about it.

So How do You Help People Answer YES to These Six Questions?



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Because People Won't Always Tell You What's on Their Mind...

One of the main problems is that people do not always say how they are thinking and feeling about the changes that are coming/happening.

They may bottle it up and pretend that everything's OK, for fear of being seen as a "resistor" and losing their jobs.

But just because you don't hear them voice their questions, it doesn't automatically mean that they are OK.

And the longer their questions and concerns go unanswered, the lower their performance will go.

So to speed up and smooth the journey through the change curve and prevent a drop in productivity, you need to find ways to surface the questions and concerns, discuss them, and offer/find the answers as best you can.



There are Three Types of Conversations You Should be Having...

1. With yourself as the leader / manager / sponsor

2. With the people involved – one to one

3. With the people involved – as a group



1. With Yourself as The Leader / Manager / Sponsor...

How you are being, thinking, feeling, and behaving has a large and critical impact on how those involved in the change process will think and feel too.

If you are unsure, worried, stressed and reactive, then so others will be too.

If you are clear, confident, open, and supportive, then the better able others will be to answer YES to those six questions, and smooth and speed up their journeys through the change curve.

So what are your answers to those six questions? And what do you need to do to answer YES to all of them?



2. With the People Involved - One to One

The individuals involved in the change process need to know that you are there for them and will support them.

They need you to help them answer YES to those six questions.

A great way to do this is to have regular high-quality one-to-one conversations with them.

Not formal performance appraisal type conversations.

But rather, informal coaching type of conversations.

Where you ask questions, listen, offer suggestions only if asked for, and provide encouragement.

And follow up on anything that you agreed to do



Using Some Simple Coaching Principles...

1. Ask Questions
2. Listen
3. Check understanding by reflecting back
4. Offer suggestions only if required
5. Following up if you agreed to do something

3. With the People Involved - As a Group - By Facilitating Simple Group* Q+A Sessions...

...that give people the opportunity to ask questions, share their concerns, normalise their feelings, and find ways to move forward.



Agenda:

1. Set-up
2. Discussion
3. Summary and next-steps

1. Set-Up:

- Welcome
- Purpose
- Agreements
- The 6 Questions (or others)

2. Discussion:

- Individual reflection on the 6 questions
- Paired conversation on their answers
- Group discussion on the 6 questions and other questions that arise

3. Summary and Next Steps:

- What have we learned?
- What do we need to do now?

*The group can be a whole team or a mix of people from different parts of the programme

A Group Q+A Discussion: Approach and Roles

Approach:

- Participants selected and invited (10-20 is ideal)
- Senior manager selected, invited, and briefed
- A room somewhere away from the daily workspace
- Chairs in a circle if possible
- No tables in front of chairs
- Couple of flip-charts
- Paper and pens for all participants
- Nominated facilitator
- As part of the set-up, create a simple list of agreements/rules
- Ideal time – 2 hours (09:00 - 11:00) followed by a coffee/snack break

Facilitator Role:

- Set it up clearly and help group to create agreements
- Explain the process
- Get participants into reflecting on the 6 questions and making notes of their answers (in silence)
- Get participants into discussing their answers in pairs (10 mins)
- Then frame the group discussion clearly
- Get the group discussion going
- Ask the difficult questions if they are not coming up
- Don't allow a few individuals to take over (including the senior manager)
- Monitor the time
- Capture main points on a flip-chart
- Bring the discussion to a close, summarise, and thank everyone

Senior Manager Role:

- Reflect on the 6 questions yourself
- Be open and listen to the questions coming from the group
- Provide answers if you can
- Explain when you cannot answer some questions
- Ask clarifying questions
- Be vulnerable and open about your own concerns
- Do not get defensive and reactive
- Do not use individuals questions and comments against them afterwards (and don't gossip about people afterwards)
- Thank people for their questions and comments
- Follow up as required

Summary...

1. Improving organisational performance will always involve changing something. This will have an impact on the people involved. Very often that impact is concern, stress, and anxiety – leading to a drop in productivity and results.
2. If this impact is ignored, the changes and improvements you seek may never actually happen.
3. Change management aims to help people navigate the process of change, thereby minimising these possible negative impacts. (Whereas project management deals with all the technical type activities).
4. Within change management, the most important thing to consider is what's happening inside the people involved – not just at the start of the process, but all the way through.
5. The best way to find out how people are handling the change and to support them through it, is through talking with them and helping them to answer YES to the six questions in this presentation – starting with yourself, then one-to-one coaching type conversations, and in Q+A type group sessions.