Small group discussions

In your experience, what makes change initiatives succeed and what makes them fail?
John Kotter - 8 reasons why change fails

• Error 1 – Not establishing a great enough sense of urgency
• Error 2 – Not creating a powerful enough coalition
• Error 3 – Lacking a vision
• Error 4 – Under-communicating the vision by a factor of 10
• Error 5 – Not removing obstacles to the new vision
• Error 6 – Not systematically planning for and creating short term wins
• Error 7 – Declaring victory too soon
• Error 8 – Not anchoring changes in the organisation’s culture

The rate of failure.....

70% of change initiatives fail

John Kotter – The Effective Change Leader

1. Articulates the compelling vision
2. Builds the working coalition
3. Challenges assumptions and innovate
4. Has a thirst for learning
5. Shows willingness to take risks
6. Has an open mind, and a willingness to accept new ideas

Why are we cautious as managers about change? Because we know that people can react badly and we understand the disruption that can cause.
Transition Curve

- Shock (denial)
- Anger (or upsurge of emotion)
- Rejection
- Exploration
- Acceptance
- Commitment
- Letting go

from Elisabeth Kubler Ross, 1969
Discussion

What experience do you have of teams or individuals getting “stuck” on the transition curve?
Helping others through the Emotional Cycle of Change

- **Denial** – reiterating the facts
- **Anger** – listen + encourage expression
- **Rationalisation** – respond to questions, provide information, re-iterate benefits
- **Acceptance** – provide information, provide opportunities for involvement
- **Growth** – recognise + reward new behaviours
Communication during Change

People want 4 P’s
- PICTURE
- PURPOSE
- PLAN
- PART of it

“I’m going to change the world and this is my plan...”

Managing Transitions, William Bridges, 1995
6 tips for leading change

1. “Get people involved as early as you can.”
2. “Persevere quietly, stick to your core message, no matter how often you have to say it.”
3. “Listen. And then listen some more. The fact that they have told you once, doesn’t mean that they don’t need to tell you again.”
4. “Show empathy for distress. People need to know they are not being weak or foolish by admitting to anxieties.”
5. “Don’t be diverted from what you are trying to achieve and be prepared to say (repeatedly) why you are doing it and what success looks like.”
6. “Give people the chance to shape the plan wherever possible- they will join you on the journey.”
Typical Change Response Behaviours

- **Follower**
- **Activator**
- **Sleeper**
- **Blocker**

**View of / zest for change**

**Energy levels**

- **HIGH**
Where should your energy go?

• Not all on the blockers (tempting though it may be!)
• Give your support to activators and followers.
• Encourage the sleepers to wake up and get on board
• Listening- you may have got some things wrong!
• Don’t give the blockers a platform
• “Reward” the behaviour of those who walk past or challenge the blockers
• Listen and show empathy for the blockers (they are reacting emotionally to change) but persevere in the expectation that they move forwards
Something to guard against: Initiator’s Response to Change

Pessimism

Optimism

Informed optimism

Uninformed optimism

Public / Private Opting Out

Completion

Hopeful realism

Managing at the Speed of Change, Daryl Conner, 1992
Helping yourself to handle change

"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is most adaptable to change".

Charles Darwin
Essential elements of resilience

• **Challenge**- when we are resilient we see difficulty as a challenge not as an immobilising event. A mistake is something to be learned from and not a negative reflection on our ability or self worth

• **Commitment**- when we are resilient we are committed to our goals, whether they are at work or at home. We are more likely to be energised at the thought of starting/finishing something

• **Personal control**- people who are resilient focus their energy on things they can change or accomplish. As a result of this they feel empowered- their resources are devoted to where they can achieve. They don’t spend time worrying about things they can’t change and are less likely to feel helpless.

*The Hardy Executive*, Suzanne Kobasa, 1984
Explaining setbacks to ourselves– 3 Ps

• Permanence- people who are optimistic (resilient) see the effects of negative events as temporary not permanent or lengthy, e.g. “I didn’t play as well as I could in that match,” rather than “I’m playing really badly this season.”

• Pervasiveness- resilient people don’t allow setbacks to affect other, unrelated areas of their lives, e.g. “I made a mistake booking that holiday,” rather than “I’m hopeless at shopping around and not wasting money.”

• Personalisation- people who are resilient accept personal responsibility when it’s appropriate but they don’t “beat themselves up” when it isn’t, e.g. “it was my decision to buy that product and I’ll do better next time,” rather than “I ruined that new purchase because I’m hopeless at my job.”

Perspective!

Learned Optimism, Martin Seligman, 2006
Having said all that............

“The fact is that we're going to fail from time to time: it's an inevitable part of living that we make mistakes and occasionally fall flat on our faces. The only way to avoid this is to live a shuttered and meagre existence, never trying anything new or taking a risk. Few of us want a life like that!”

Mindtools, Developing Resilience
Questions?