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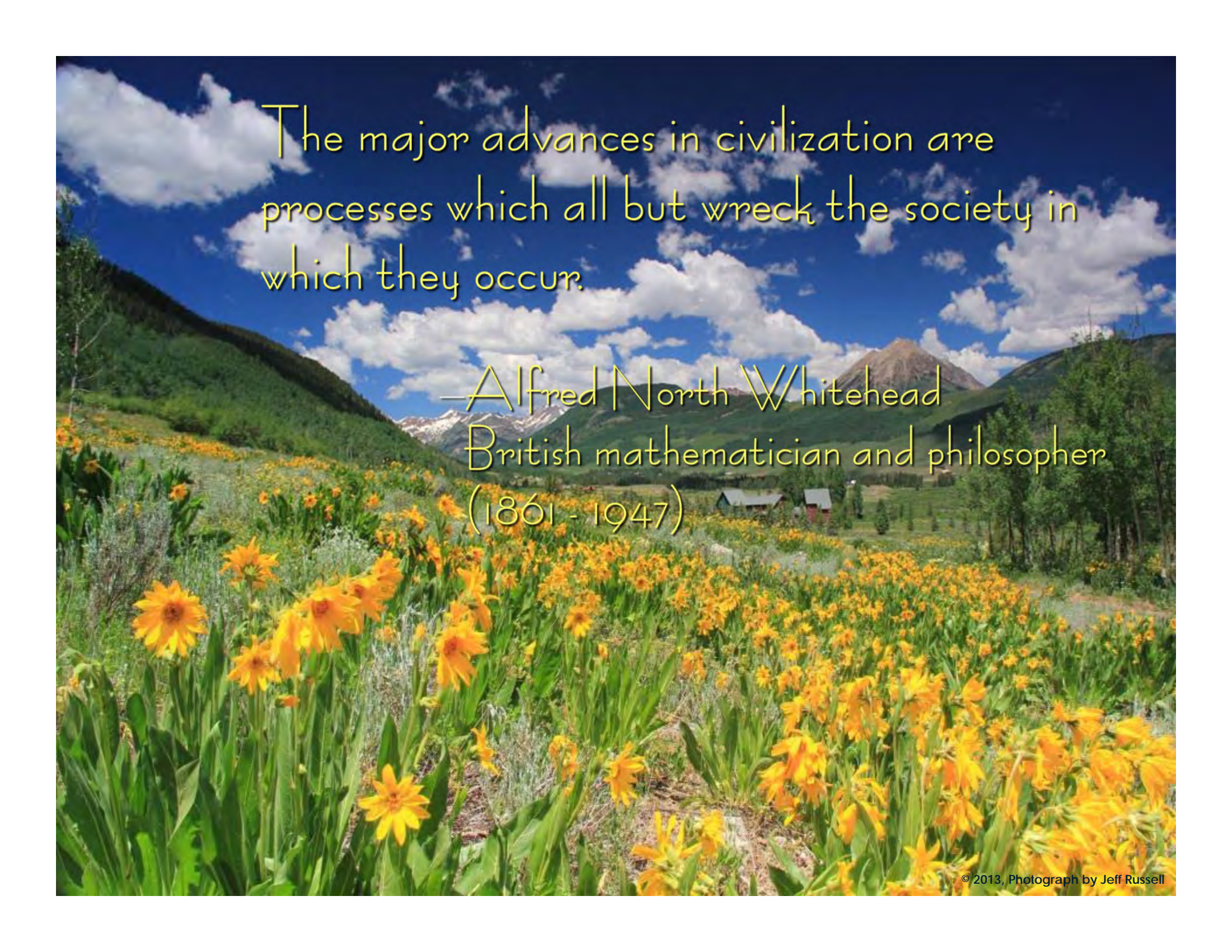
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Leading Change for Project Managers

Enabling End Users and Project Stakeholders
to Successfully Navigate the Journey from
Change Resistance to Acceptance





The major advances in civilization are
processes which all but wreck the society in
which they occur.

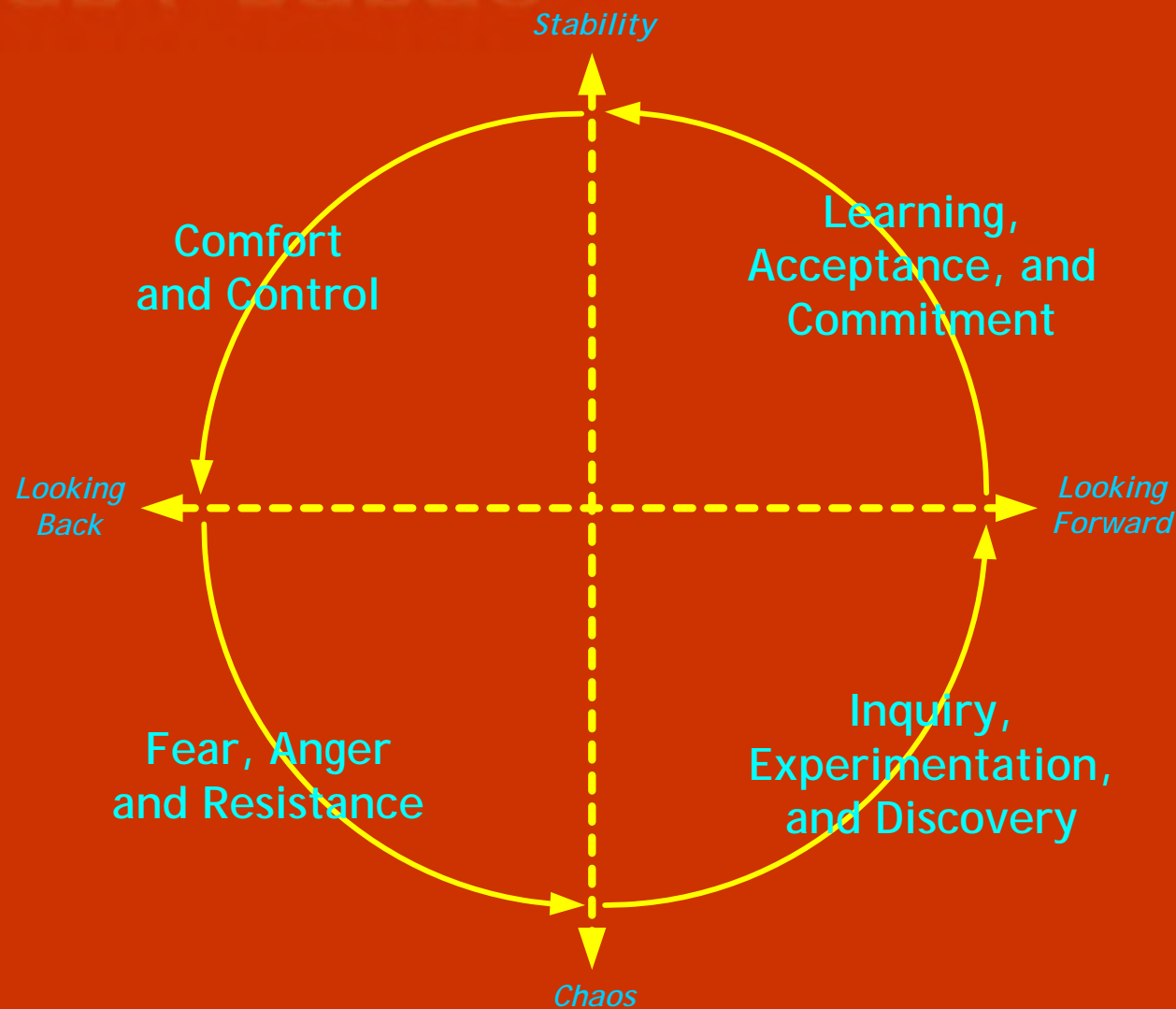
—Alfred North Whitehead
British mathematician and philosopher
(1861 - 1947)



Do people
resist change?

People don't resist change, they
resist **BEING** changed!

The Journey Through Change



Characteristics of Comfort and Control

- ◆ Comfortable
- ◆ Safe
- ◆ Everything's fine
- ◆ Happy
- ◆ Satisfied
- ◆ No problems
- ◆ Positive
- ◆ Rewarding
- ◆ In control
- ◆ I'm okay, you're okay!

People feel comfortable, safe, and in control. They are working hard — but often on the wrong things.

Characteristics of Fear, Anger, and Resistance

- ◆ Frustration
- ◆ Anger
- ◆ Fearful
- ◆ Betrayed
- ◆ Upset
- ◆ Confused
- ◆ Challenged
- ◆ Hostility
- ◆ Anxiety
- ◆ Self-doubt
- ◆ Lost
- ◆ Dazed

People feel frustrated, angry, and fearful about the change. Performance deteriorates.

Characteristics of Inquiry, Experimentation, and Discovery

- ◆ Confused
- ◆ Questioning
- ◆ Hopeful
- ◆ Opportunity
- ◆ Frustrated
- ◆ Disappointed
- ◆ Challenged
- ◆ Half-way there!
- ◆ Making progress
- ◆ Going in all directions at once!
- ◆ Searching for solutions
- ◆ Exciting!
- ◆ Innovation/creativity

People want to make the change work — on their terms as well as those of the organization — but they don't have clear answers.

Characteristics of Learning, Acceptance, and Commitment

- ◆ Now I know!
- ◆ Energized
- ◆ Success!
- ◆ We made it!
- ◆ Relief
- ◆ Wow!
- ◆ Self-confidence
- ◆ Satisfied
- ◆ Comfortable
- ◆ What's next?



People are focused upon and excited about the future. They begin working together to accomplish the change vision.

Actions for Comfort and Control

- ◆ Acknowledge their successful past.
- ◆ Get people's attention!
- ◆ Sell the need for change . . . sell the pain and the consequences of not changing.
- ◆ Immerse people in information about the change . . . customer complaints, budget data, increasing costs, competitive pressures.
- ◆ Let people know it will happen — one way or another!
- ◆ Give people time to let the ideas sink in.
- ◆ Don't sell the solutions . . . sell the problem!

Actions for Fear, Anger, and Resistance

- ◆ Co-create the vision.
- ◆ Listen, listen, listen.
- ◆ Acknowledge people's pain, perceived losses, and anger.
- ◆ Strive to address their perceived losses.
- ◆ Tell people what you know — and what you don't know.
- ◆ Don't try to talk people out of their feelings.
- ◆ Discuss ways to solve the problems people see with the change.
- ◆ Encourage discussion, dissent, disagreement, debate . . . keep people talking.

Actions for Inquiry, Experimentation, and Discovery

- ◆ Give people freedom and direction.
- ◆ Give people permission to find their own solutions.
- ◆ Encourage people to take risks.
- ◆ Affirm and refine the vision — make room for others' ideas.
- ◆ Tell people as much as you know.
- ◆ Encourage teamwork and collaboration.
- ◆ Encourage personal reflection and learning.
- ◆ Provide people training and support.
- ◆ Set short-term goals – celebrate little victories!

Actions for Learning, Acceptance, and Commitment

- ◆ Acknowledge their hard work.
- ◆ Celebrate successes and accomplishments.
- ◆ Reaffirm the vision.
- ◆ Bring people together toward the vision.
- ◆ Acknowledge what people have left behind.
- ◆ Develop long-term goals and plans.
- ◆ Provide tools and training to reinforce new behaviors.
- ◆ Reinforce and reward the new behaviors.
- ◆ Create systems and structures that reinforce new behaviors.
- ◆ Prepare people for the next change.

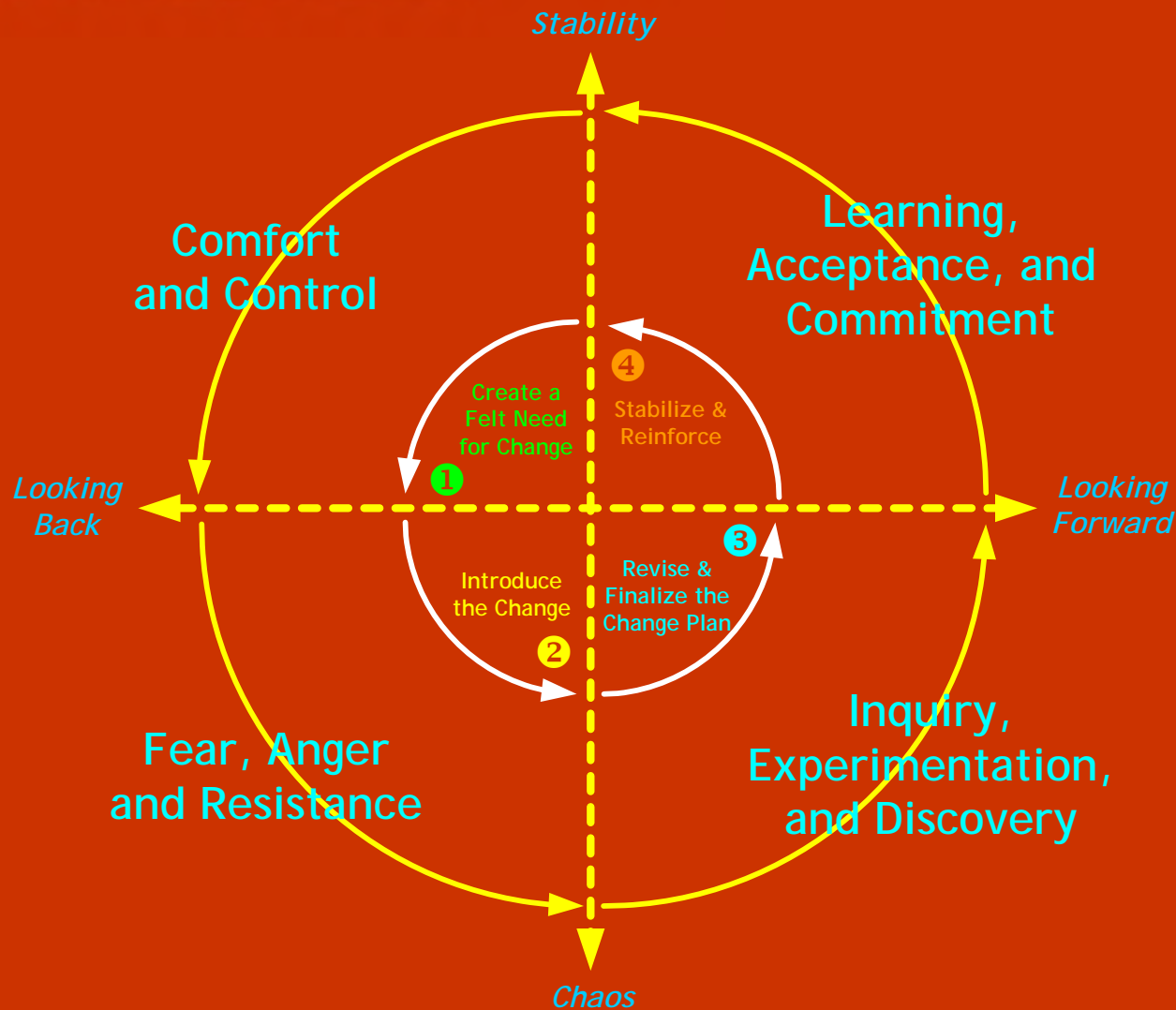



There is nothing permanent
except change.

— Heraclitus

Lustrafjord Sunrise
Luster, Norway

Leader Actions . . .





If the rate of change inside the organization is *less* than the rate of change *outside* the organization, the end is in sight.

- ♦ Jack Welch, former CEO
General Electric

The Origins of Resistance . . .

1. Some people fear **loss**.
2. Some people **mistrust** those who lead.
3. Some people **disagree** on the change.
4. Some people **don't tolerate change** well.

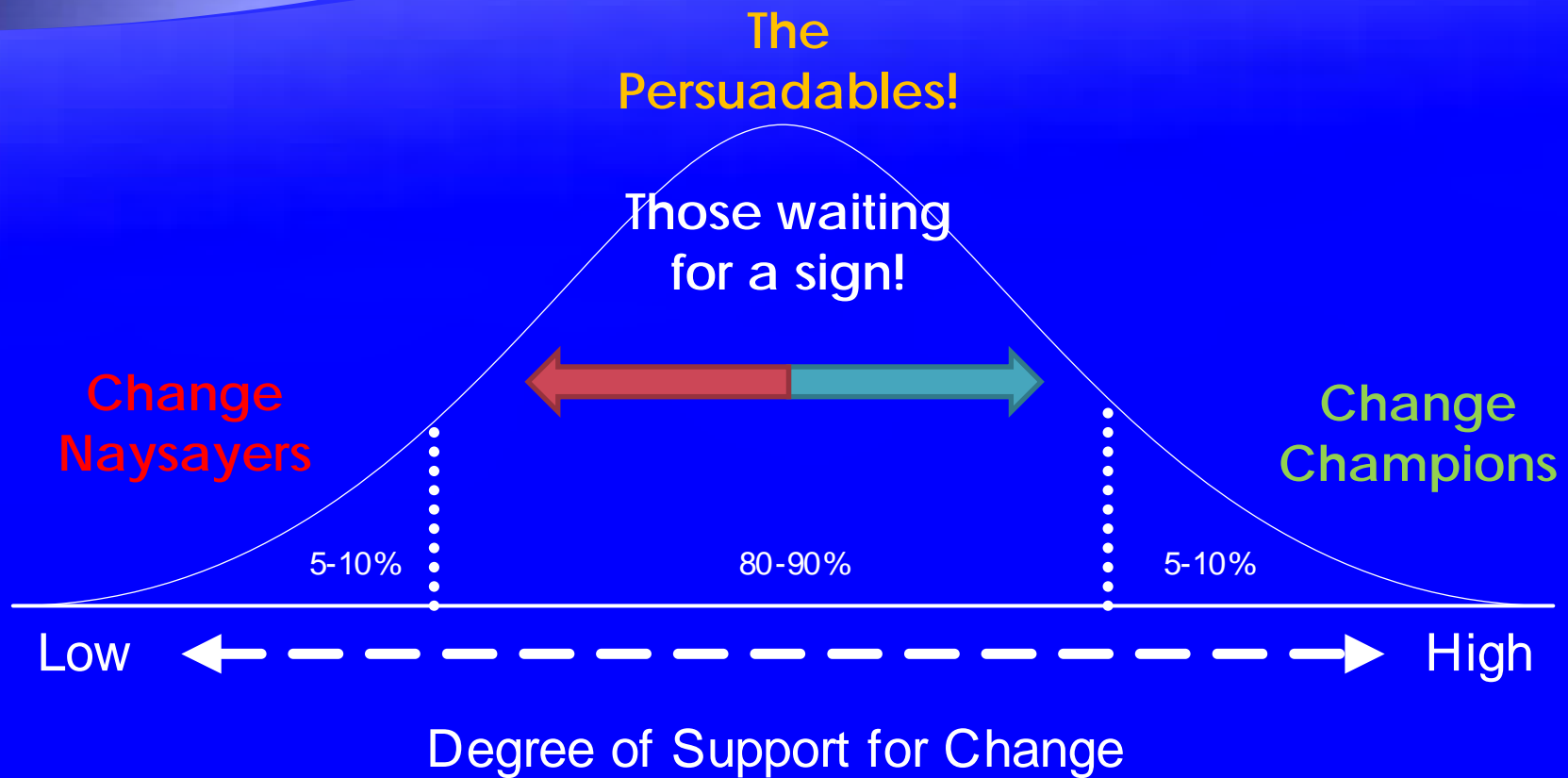


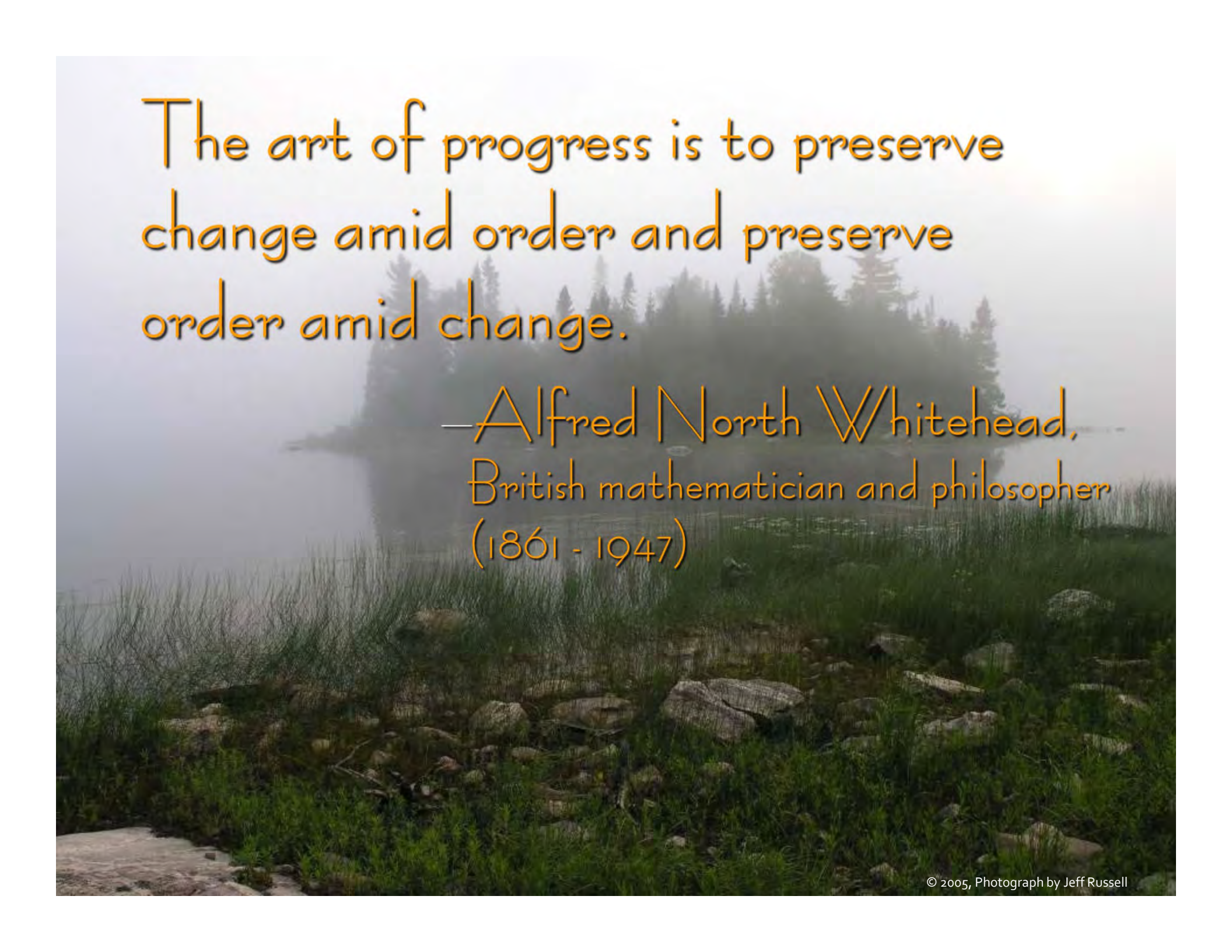
The PERCEIVED Losses . . .

- ♦ Job Security
- ♦ Psychological Comfort and Security
- ♦ Control Over One's Future
- ♦ Purpose/Meaning
- ♦ Competence
- ♦ Social Connections
- ♦ Territory
- ♦ Future Opportunities
- ♦ Power
- ♦ Social Status
- ♦ Trust in Others
- ♦ Independence and Autonomy

Of these potential losses, which are people most likely to experience from the coming changes?

The Change Acceptance Curve



A photograph of a serene landscape. In the foreground, there is a rocky shore with green grass and small plants. A calm body of water, possibly a lake or a wide river, occupies the middle ground. In the background, a dense forest of evergreen trees covers a hill or island, partially shrouded in mist. The sky is overcast and grey.

The art of progress is to preserve
change amid order and preserve
order amid change.

—Alfred North Whitehead,
British mathematician and philosopher
(1861 - 1947)

What is “Readiness?”

- ♦ A cognitive/emotional state that occurs when employees have positive *attitudes, beliefs, intentions, and feelings* toward a change.
- ♦ When readiness exists . . .
 - ♦ Greater openness to new ideas
 - ♦ Lower resistance to learning/growth
 - ♦ Earlier acceptance of the change

Moving Toward Change . . .

Readiness → Acceptance → Integration

- ♦ **Readiness** — being cognitively receptive to change; evident in openness toward the change in attitudes/beliefs/intentions.
- ♦ **Acceptance** — a deepening belief in the change and a willingness to work *with* the change on one's own terms.
- ♦ **Integration** — having attitudes/beliefs/intentions that *wholly* reflect the change . . . The change is difficult to separate from the individual's routine thoughts and actions. Integration is evident when new ways of thinking and acting are *deeply engrained* in the attitudes, beliefs, and actions.

Components of Change Readiness

□ Organizational Support . . .

- ♦ Clarity of the vision
- ♦ Centralized vs. distributed decision making
- ♦ History of employee involvement in decision making, goal setting, and past change initiatives
- ♦ Strength of training and development
- ♦ Extent to which the employees' voices are heard/responded to
- ♦ Quality of organizational communications
- ♦ Performance accountability

Components of Change Readiness

- **Organizational Culture . . .**
 - ♦ Cultural receptivity to new ideas/innovation
 - ♦ Level of teamwork/collaboration
 - ♦ Level of trust
 - ♦ What people do under stress
 - ♦ Past *active* participation levels
 - ♦ Whether people feel responsible for their own success

Components of Change Readiness

□ The Change Environment

- ♦ Awareness of the forces driving change
- ♦ Clarity of the change and its effects
- ♦ Quality of the measures to gauge the success of the change (we'll know if we're getting there)
- ♦ The organization's track record with change
- ♦ The number of changes occurring simultaneously (Change overload! At the *breaking* point!)
- ♦ Cost/benefit analysis — advantages outweigh the perceived disadvantages

Components of Change Readiness

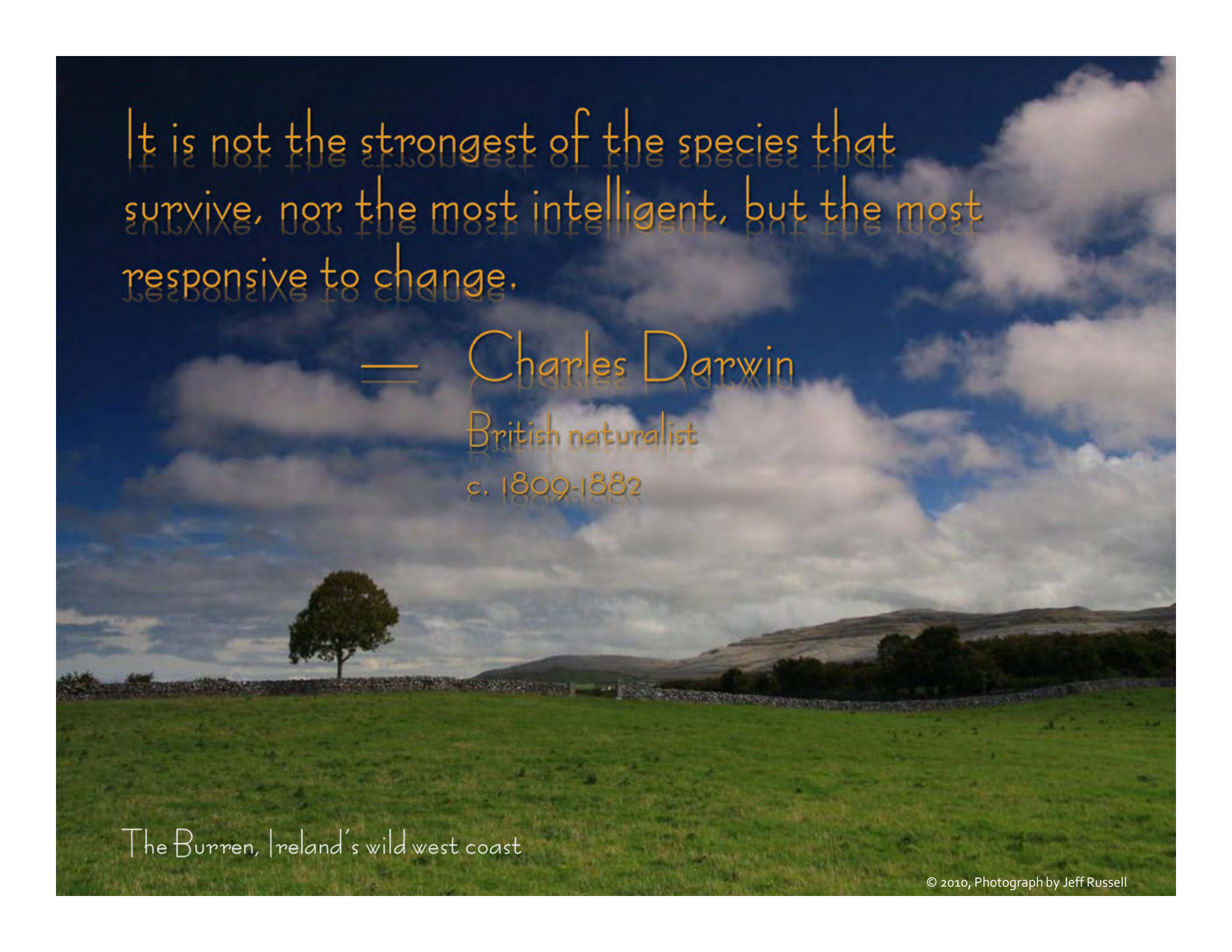
□ Employee Attitudes and Behaviors

- ♦ People feel a sense of “urgency”
- ♦ Level of job engagement
- ♦ Level of employee autonomy/independence
- ♦ The presence of innovators and risk takers
- ♦ Employee-perceived ability to influence the change
- ♦ Degree of employee receptivity to change
- ♦ Confidence in the managers’ and supervisors’ ability to guide people through the change

We Value Resisters Because . . .



1. They clarify the problem.
2. They identify other problems that need to be solved first.
3. They force change leaders to think before they implement the change.
4. Their tough questions can strengthen and improve the change.
5. They let us know who opposes the change.
6. They slow down the change.
7. They may be right, it IS a dumb idea!



It is not the strongest of the species that
survive, nor the most intelligent, but the most
responsive to change.

— Charles Darwin
British naturalist
c. 1809-1882

The Burren, Ireland's wild west coast



Blessed are the flexible, for they
shall not be bent out of shape.

— Dr. Michael McGriffy

Lustrafjord from the top of Mount Molden

Thank You!

Good luck with *leading* change in your current or future projects!

