

Managing Change

a workbook for
personal and organizational change

Delta Partners

In order for change to occur in your organization, it is crucial that you embrace the change both professionally and personally.

“Personal change is at the root of change within an organization.”

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learning objectives

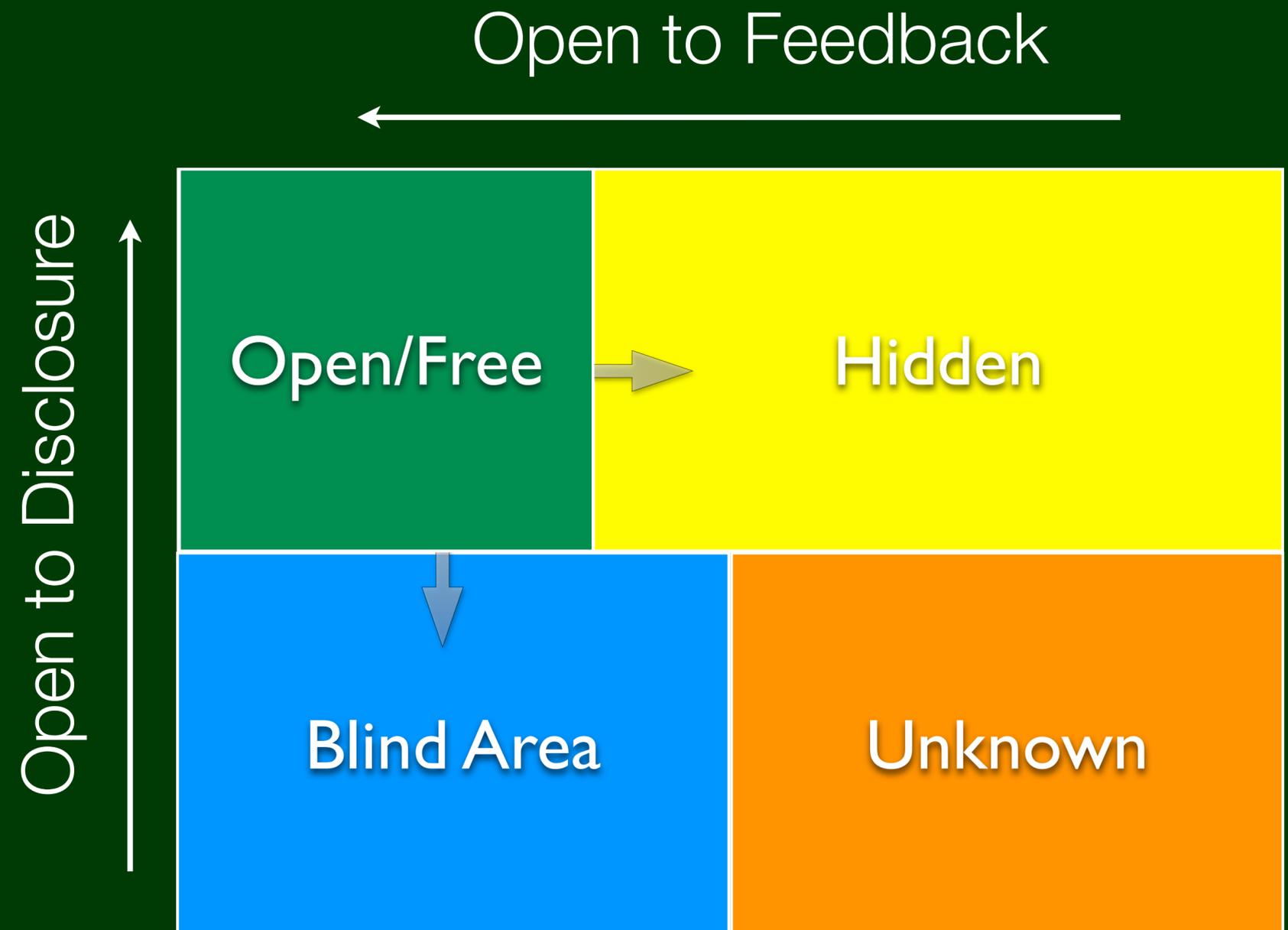
You should...

- understand the impact that you have as an instrument of change
- recognize your reaction to change
- identify the three phases of transition and their underlying emotions
- identify strategies to deal with change personally and professionally
- review basic strategies to manage changes
- prepare a communication plan.

the JoHari Window

“ Feedback allows us to understand how others perceive us, similarly, it is through feedback that others understand how we perceive them”

– Phillip Hanson



As human beings, we can assume many different roles, depending on our audience. The JoHari window, named after its creators, Joe Luft and Harry Ingham, illustrates different aspects of personality (interests, values, attitudes). It helps people understand how they relate to others within a group. It also promotes self-awareness and one's comfort level with receiving feedback.

The four quadrants of the JoHari window are:

Open/Free — is characterized by open communication with others.

Hidden — refers to a situation where the individual feels vulnerable and hides information from others.

Blind — refers to a situation where the individual's impact is unknown to him/herself, but known to the others in the group.

Unknown — refers to elements such as deeply-held fears, childhood attitudes, and latent abilities.

What are the common reactions to change?

DENIAL :

You work as usual and see to your activities as if nothing had changed, and as if nothing will change. You refuse to come to grips with the change. But denying change can only work for a short time. However, prolonged denial will prevent you from facing up to your feelings and reactions to the change. Denial, in the long run, hampers the natural evolution of the change process.

RESISTANCE :

You harness only the negative aspects, whether personal or organizational, of the change. Depending on your personality, you express yourself with anger and frustration, with active resistance, with depression, inaction or sabotage. You are determined to favour tried methods over new ways of doing things. You often need time, attention and ample communication and help, in order to put aside the old and embrace the new.

What are the common reactions to change?

EXPLORATION :

You begin to look forward, with caution. You look for the benefits of the change, and ways to implement it. You creatively rely on your problem-solving skills and explore how and where you fit within the change framework. Even if you seem to be “on the fence”, you are nonetheless open to the idea of active involvement in the process.

ENGAGEMENT :

You completely commit to the change by fully backing a successful implementation. You are excited, energetic and enthusiastic. Often, you are an agent of change, and help others to explore and commit themselves to the change.



transition phases

Transition usually spreads out over a somewhat long period. Even when the change is rapidly established within the organization, individuals may experience long-lasting reactions which can emerge well after implementation.

Transition is experienced in three stages:

- The Ending
- The Neutral Zone
- The New Beginning

transition phases

The Ending: the old way of doing things has evolved

When people look forward to the change, initial reactions can include excitement, enthusiasm, even a kind of ecstasy.

If people are not in favour of the change, or if they are surprised by it, they can experience the following emotions:

disbelief – bargaining – betrayal – anger – sadness

By allowing yourself to express these emotions, eventually you can accept the change—which is quite different from undergoing the change itself.



transition phases

The Neutral Zone

Once the idea of the change has been accepted, people transition toward the next step—the neutral zone.

The neutral zone refers to the step in the transition process where you attempt to realign yourself with the change. Depending on the individual, this can be a more difficult step to get through.

You may experience apprehension, anxiety, indecision, loss of control or impatience, because you are attempting to put in place and master the new reality.

However, if well managed this step can allow your vision of the change to emerge, and subsequently stimulate your commitment moving forward.



transition phases

The New Beginning

In this phase, the change is implemented, and individuals begin to function within the new reality. In other words, what had been ideas or theory up until this point have now been put into practice.

Resistance or attempts at sabotage by those who have not accepted the new plan may be seen. Some may choose to wait to see how things unfold; others may try to stick with the old way of doing things.

The positive emotions witnessed during this phase are relief, satisfaction, a sense of accomplishment, and excitement.

William Bridges' Transition Model

ENDING

NEUTRAL
ZONE

NEW
BEGINNING

VALUES, ATTITUDES, BELIEFS

- loss
- denial
- disillusionment
- unwilling to let go
- resistance
- excitement
- fear

- helplessness
- stress
- confusion
- disorientation
- distancing
- reduced self-confidence
- loss
- separation
- fear
- liberation

- renewed energy
- enthusiasm
- confidence
- realignment
- frustration
- hope
- new meaning

how to accept change more quickly

Everyone accepts change at his or her own pace. This ability to accept change is known as **resilience**.

The degree of resilience is measured by the speed at which an individual progresses within the transition phase, without developing dysfunctional behaviours.

Resilient individuals are those who learn to adapt quickly to change. They have an advantage over their less resilient colleagues, as they are able to face more intense change without compromising themselves intellectually, physically or emotionally. In other words, the ability of an individual to adapt to change depends on their degree of resilience. Similarly, the greater the resilience, the more quickly and smoothly the adaptation to change will occur.

five elements that have been used to describe resilient behaviour:

1. **Maintaining a positive outlook.** An individual who maintains a positive outlook is able to turn the unknown into possibilities and benefit from it.
2. **Focused.** The resilient individual has a clear vision of their goal and refers to it when they sense they drift from it.
3. **Being flexible.** Flexible people are able to tap into internal and external resources in order to develop creative and versatile strategies to adapt to a change.
4. **Being organized.** Organized people effectively use structured approaches in order to plan and coordinate the implementation of new strategies while simultaneously managing the ambiguity which can result of them.
5. **Being pro-active.** Resilient individuals commit to acting in the face of the unknown. They would rather take calculated risks than stay with a false sense of security.

skills for surviving organizational change

1. **Control your thoughts and emotions:**

A “normal” response may include any element related to denial, fear, anger, anxiety, resistance, excitement, desire to sabotage the organization, final acceptance.

What do you choose, and when do you choose it?

2. **Let go of the past, and focus on the future:**

It can be tempting, but resist the urge to stay in the “good old days”. Your supply of energy is limited.

Where do you want to use your energy? In the past, or turned towards the future?



skills for surviving organizational change

3. **Be flexible and adaptable:**

These are the hallmark qualities of today's professional.

Do not be judgemental; bear in mind that something new is neither good nor bad – it is simply different.

4. **Find balance in your life:**

It is important to find balance in life, such as work, family, finances, friends, spiritual pursuits, health, stress management, and personal and professional development.

If work itself takes up most of your life, the least disturbance will have profound effects. Remember that work is nothing more than what you make of it. It does not define you as a person.



skills for surviving organizational change

5. **Do not adopt a hostage mentality:**

True job security is found within yourself! This means that job security follows you wherever you go.

It is important that you stay current and work on skills development, as required. Choose the learning method that suits you. If you are a self-learner at heart, adopt methods that capitalize on this fact. The lifelong learner is in a better position in the long run, because they stay on top of market requirements. Explore your options.

6. **Live in the mindset of renewal and continuous improvement:**

Remember that you have talents in more than one area.

Think back to all that you have accomplished in your lifetime. Actually, change is nothing more than a new way to evolve. Stay open and positive, and everything will work out.

action plan

Ask yourself—what will I do to:

- relax?
- challenge myself?
- be pro-active?

Next:

- Who will support me?
- In what way will I reward myself?



some statistics around change

- 40% of companies worldwide do not expect business to return to “normal”
- A survey of 300 large companies reported that 82% consider transformation as being of vital importance, with these companies reporting an average of two major change projects per year.
- IBM reports that the nature of change management is becoming more systematic and evidence-based, rather than the typical improvised approach that has been followed for years.
- A global survey of CEOs in major corporations reported that firms who always follow specific and formal change management procedures had a 52% project success rate, compared to 36% for those who improvised according to the situation.
- What is emerging as the most significant reason for transformation project failure is a lack of adequate attention to the people-related aspects of organizational change. Effective transformation management involves much more than the mere application of processes, tools, and techniques.

- taken from “Leading Transformation in the ‘New Normal’: An Art and Science Approach”



Hidden components are often missing in change initiatives.

The diagram uses an iceberg metaphor. The visible tip of the iceberg, above the water line, represents components commonly found in change initiatives. The much larger, submerged part of the iceberg represents hidden components that are often overlooked. A bracket on the right side of the visible tip groups these components together.

strategy technology

policies & procedures financial resources

} These components are found in most change initiatives

organizational structure
&
human relations

- values
- attitudes
- perceptions
- feelings

It's easy to forget that these components seriously impact change implementation.

CHANGE IN 7 STEPS

7. ACCEPTANCE AND STABILIZATION

6. IMPLEMENTATION

5. PROPOSAL OF THE CHANGE AGENDA

4. DEFINE THE TARGET

3. CURRENT STATE OF THE ORGANIZATION

2. PARTICIPATIVE DIAGNOSTIC

1. PREPARE FOR CHANGE

There are 7 steps in the formulation and implementation of change:

1. **Preparation for the change** – Clarify the vision, the values, the team, “Are we ready?”
2. **Participative diagnostic** – Why change? (communication)
3. **Current evaluation of the organization** – Where are we today?
4. **Define the organizational target** – Where do we want to be?
5. **Overall proposal of the change agenda** – What do we need to change?
6. **Implementation of change** – Action plan > Execute!
7. **Acceptance and stabilization** – Maintain momentum

The Context (why?)

List the reasons the organization must change:

- marketplace
- growth
- legislation
- etc

Analysis Model

Current Situation

describe the current situation
(include data!)

Target Outcome (future state)

identify what is most important
(include these elements!)

Gap Assessment and Action Plan

Where are your gaps?

- strategic alignment
- key competencies
- skills
- critical success factors

Implementation and Follow-Up

steps to successfully implement change

- identify the need to change
- evaluate the options
- develop the skills for implementation
- assess the impact of the change
- explore new ideas: is there a need to improve or undergo further change?

how do we know when an organization is open to change?

There is a formula—attributed to David Gleicher—that can be used to evaluate the relative ‘receptiveness’ to change:

dissatisfaction × vision × first steps > resistance to change

Q1:

Can individuals be receptive to living through a change within an organization that is not?

Q2:

Can an organization be prepared to accept change if the individuals making up the organization are not?

receptiveness (organizations and individuals) to change

Internally—what motivates people to want change?

- dissatisfaction with the current situation
- the certainty that things could be better
- the certainty that they can influence the situation (make a difference)
- an understanding of individual and organizational gains

receptiveness (organizations and individuals) to change

Externally—what do people need in order to believe that the proposed change will be successful?

support of management including:

- a shared vision of the future
- resources (budget, time)
- priorities
- skill development in the areas needed to successfully implement the change

(lead by example to ensure a culture of coherence: demonstrate the desired attitudes and behaviours)

receptiveness (organizations and individuals) to change

Externally—what do people need in order to believe that the proposed change will be successful?

support of the culture including:

- trust between individuals and groups (based on open and honest communication, and methods which support this communication)
- encouragement to take risks and to learn
- teamwork

reflection and discussion points

- In what way could your section/division manage change more efficiently?
- What method could you use and to whom would you raise concerns?
- Who will tackle these concerns/situations (how will they be presented to the team, who will establish priorities)?
- In what way will concerns be resolved to provide superior and continuous service to clients (who will participate in team meetings)?
- What strategies can be used to create an environment where confidence, respect and commitment rule the day?
- What are the obstacles you might need to overcome?
- List your ideas for overcoming the obstacles.
- What are your current strengths? How can you benefit from them?

tool kit



identification and communication table for target groups

Project Objective:			
<i>Target Groups</i>	<i>Impact on Target Groups</i>	<i>Business Objectives</i>	<i>Communication Objectives</i>
sponsors			
principal target groups			
users			
resource: people and experts			
indirect (secondary) target groups			
other target groups			

identification and communication table for target groups (instructions)

Complete the table on the previous page, ensuring that you answer the following questions for each of the identified target groups:

1. Who are they? Give them a name or designation that will be understood by your organization.
2. What are their concerns compared to other target groups?
3. What is the relative importance of these concerns compared to those expressed by other target groups?
4. In what way could these concerns impact the success of the project to be implemented?
5. Where are they now? Have they been informed, and are they up to date with respect to communications? Do they back the initiative? Are there dissenters?

identification and communication table for target groups (instructions)

6. What benefits can they bring to the project (Are they able to answer the question: “What do I get from this change?”)?
7. What problems could they predict about this proposal or the project? What reservations might they have? What are their main objections about the project? What could prevent them from supporting the project? Do you anticipate behavioural problems? If so, describe them.
8. Establish priorities in order of importance for each group targeted by the project. It is unrealistic to believe that all groups merit the same attention.
9. Is enough attention being paid to all of the target groups?
10. Following the preceding analysis, identify your business objectives and plan the communications objectives.

communication plan matrix

An effective communication strategy is based on the following five steps:

<i>Step</i>	<i>What do you need to do?</i>	<i>Questions that must be answered by change managers</i>
<i>1. Expected Results</i>	Be clear about what must be done	After communicating this information, what do you expect from your employees?
<i>2. Messaging</i>	Develop clear messages, based on statements that use easy to understand language	What key pieces of information do employees need?
<i>3. Context</i>	Ensure that information is perceived as pertinent by making links with the current organizational situation or even stated goals	Why is it important that employees understand this information and how should they act because of it?

communication plan matrix

<i>Step</i>	<i>What do you need to do?</i>	<i>Questions that must be answered by change managers</i>
<i>4. Reinforcement</i>	Ensure that information is communicated more than once and in different ways	What other methods should be used to ensure that employees have fully understood the key messages?
<i>5. Feedback</i>	Gather feedback from employees on the efficacy of your communications	How did employees react to this information and what impact did it have on them?

communication plan matrix template

<p><i>Expected Results</i> (Be clear about what must be done)</p>	<p>After communicating this information, what do you expect from your employees?</p>
<p><i>Messaging</i> (Develop clear messages based on statements using easy to understand language)</p>	<p>What key pieces of information do employees need?</p>
<p><i>Context</i> (See to it that information is perceived as pertinent by making links with the current organizational situation or even stated goals)</p>	<p>Why is it important that employees understand this information and how should they act because of it?</p>

communication plan matrix template

<p><i>Reinforcement</i> (Ensure that information is communicated more than once and in different ways)</p>	<p>What other methods should be used to ensure that employees have fully understood the key message?</p>
<p><i>Feedback</i> (Gather feedback from employees on the efficacy of your communications)</p>	<p>How did employees react to this information and what impact did it have on them?</p>

evaluation of communication methods or means within the framework of a communication plan

- What communication methods or means do you use? What percentage of each?
- What are the inherent problems with the use of these methods or means of communication?

<i>Methods/Mean</i> s	<i>%</i>	<i>Consequences (+ or -)</i>



considerations for the change agent: before meeting with the project sponsor

1. What do we need to change?

- key deliverables
- most important milestones
- clients/suppliers
- who needs to get involved
- how will the project be measured
- how will the team be evaluated

considerations for the change agent: before meeting with the project sponsor

2. What is the nature of the change? Is it a change relative to values and beliefs, to ideology, to the way things are done? Does this change apply to the entire organization or to certain sectors?
3. What level of authority do I have? What level of authority do I need?
4. What problems should I anticipate in negotiation of the “general contract”?
5. What are the physical, financial and organizational resources that I need to successfully lead this project?
6. Specifically, what support do I need from the project sponsor or leader?

considerations for the change agent: before meeting with the project sponsor

7. What are the interventions that I would not want the project sponsor or leader to undertake (or at least, consult with me on beforehand)?
8. What are the decision-making limits that I would like to establish for myself and for the team (latitude and accountability)?
9. What decisions revert specifically to the project sponsor or leader? (right of veto)
10. What are the remaining concerns that I have and that I should discuss with the project sponsor or leader?
11. What is the process to modify the “original contract”?

change agent checklist: preparing for the first team meeting

1. What is the nature and scope of the project?
2. Key deliverables?
3. Critical milestones?
4. Clients, suppliers, or other stakeholders who should be involved?
5. How will the project be evaluated? (measurables)
6. How will the team be evaluated?

change agent checklist: preparing for the first team meeting

7. Roles and responsibilities of all parties involved:

- project sponsor
- project lead
- change agent
- team members

8. Procedure for conflict resolution?

9. Timeline?

10. Process for contract amendments?

11. Other points of concern?

questions employees want answered

1. Why are we changing?
2. Where are we going?
3. What is the difference between how we do things today and how we will do them tomorrow?
4. How will we measure success, and how will my personal performance be rewarded?
5. How will my role or position change to better support the new reality?
6. What behaviours will I need to change?
7. What is my role as an instigator of change and how can it be defined in concrete terms?
8. How can I personally benefit from the new reality?



determining what change is required

Organizational Needs

When evaluating needs, one of the first steps is to obtain preliminary information which clearly identifies the who, what, where and how of the desired change. Having done this, the analysis of needs should be ranked according to the underlying intention of its future use.

Proactive Evaluation

Evaluation of future needs—this evaluation is undertaken to:

- Prepare an organization for an external or internal environmental changes.
- Improve performance without taking into account current standards.
- Examine existing performance standards in order to determine required changes.

determining what change is required

Reactive Evaluation

Evaluation of needs based on the past or present situation—this evaluation examines the causes or conditions surrounding the issues. Reactive strategies emphasize:

- the macro plan—the organization in its entirety, or;
- the micro plan—an individual, a workgroup, or a department.

Solution Specific Evaluation

An evaluation that incorporates a starting hypothesis relative to the causes of the problems and their solutions. This evaluation seeks to find the most beneficial way to bring about the solution.

Post Intervention Evaluation

Evaluation aimed at determining the best way to measure the results of a change program.



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internet resources

[Blanchard LeaderChat](#)

[CEC Insider Blog](#)

[Change Management Blog](#)

[Change Management Resources](#)

[Change Whisperer - Gail Severini's Blog](#)

[Change Management on YouTube](#)

[Dave Ulrich's Videos](#)

[Harvard Business Review - Change Management](#)

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[Leading Change—Talking About Communication](#)

[Change Ready or Change Fatigue](#)

[Everyone Hates Change: 12 Steps to Help Overcome the Fear and Doubt](#)

[Strategic & Operating Reviews: A Checklist to Understand Your Capacity for Change](#)

[Build a Culture for Continuous Change](#)

[Change Begins with Listening: 5 Things to Work On](#)

[Leading Change—Modelling Behaviours Is Crucial for Success](#)

[Kotter's 8 Steps to Change: More Relevant Than Ever](#)

[7 Key Factors for Making Change Happen](#)

[Anomie: Lost in a World of Constant Change](#)

[Change Management—When should it start?](#)



"Profound and lasting cultural change in an organization cannot happen unless individuals...themselves undergo a personal change".

- Stephen R. Covey

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