TN Department of Human Resources

Leading in the Culture of Change

Three Questions to Ask Yourself

The Necessity for Leadership in Change

"Change is the law of life and those who look only to the past or present are certain to miss the future."
—John F. Kennedy

"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."
— Niccolo Machiavelli
The Prince (1532)

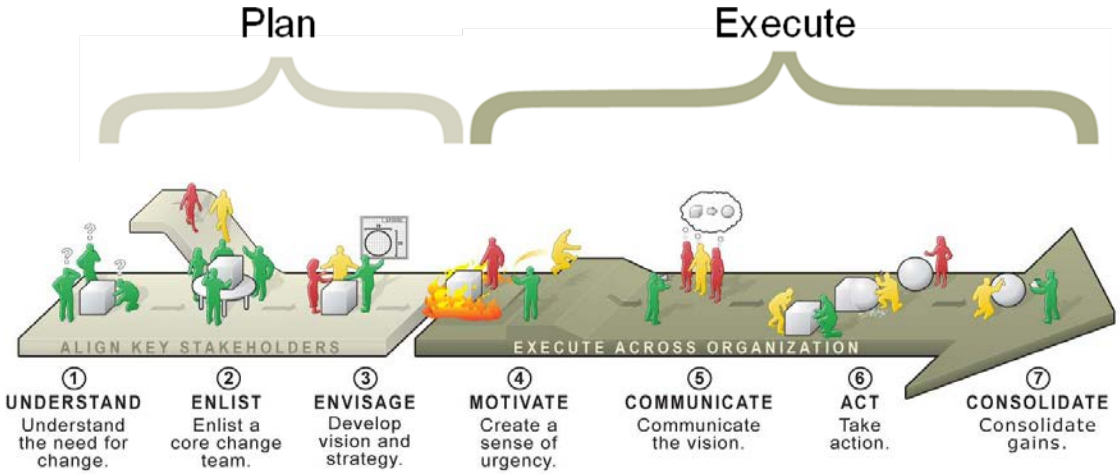
No organizational change will be successful in the absence of vigorous leadership!

“Change Management Versus Change Leadership”

Kotter International, 2015

The Tennessee Change Management Model*

- Helps create strong ***plans*** critical to successful change.
- Creates opportunities for early employee ***engagement***.
- Identifies sources of ***resistance*** to change.
- Establishes ***urgency*** for change.
- Helps ***align*** key stakeholders.



*Developed for the State of Tennessee by Talentquest, Inc., as adapted from John P. Kotter, "*Leading Change.*"

Three Questions to Consider When Planning Change

- How do I change how my employees respond to change?
- How do I manage the emotional transition made by my employees during the change process?
- How do I create alignment during the change process?

Reasons That Change Fails

- Miscommunication of organizational goals
- Change is not anchored in the organizational structure and culture
- Failure to create partnerships
- Poor technical and non-technical planning
- Complacency
- Declaring victory too soon in the process
- Failure to create short-term goals
- Lack of training
- Resistance to change

Characteristics of a Change-Ready Organization

- Strategic “big picture” thinking
- Exploring current and future trends, anticipating potential for future change
- Communicating top-down and bottom-up
- Preparing the workforce for change readiness
- Building employee engagement
- Creating a climate of open feedback and risk tolerance
- Rallying the organization around common vision, goals, values, and mission
- Encouraging creativity and innovation

Orientation to Change Continuum

Are your employees change . . .

Averse **Resistant** **Managing** **Friendly** **Seeking?**

Taken from "The Ever-Changing Organization" by Gerald R. Pieters, Ph.D. and Doyle W. Young
www.ECI-Now.com

Change Friendly and Change Seeking

Change Friendly

- Deliberately implement processes to make change easier
- Barriers to change/improvements are identified and removed
- Feel empowered to find ways to improve work processes, etc.

Change Seeking

- Value change – to not change is to fail
- Continuous improvement and learning are highly valued – lifelong learning throughout organization
- Focus is on leading, not following, the environment

Change Averse, Resistant and Managing

Change Averse

- Change is to be avoided and prevented
- Change is disruptive (takes people from their REAL jobs)
- Must keep things the way they are
- Management is reluctant to initiate change

Change Resistant

- Prefer stability and permanence and avoid the messiness of change
- Decisions to change are delayed (sometimes until there is no choice)
- Change is top-down

Change Managing

- Recognize the ongoing nature of change
- Prefer stability but will accept change and are prepared for it
- Motto when change occurs: "Just Do It!"

Where do these employees fall on the spectrum?

The Question:

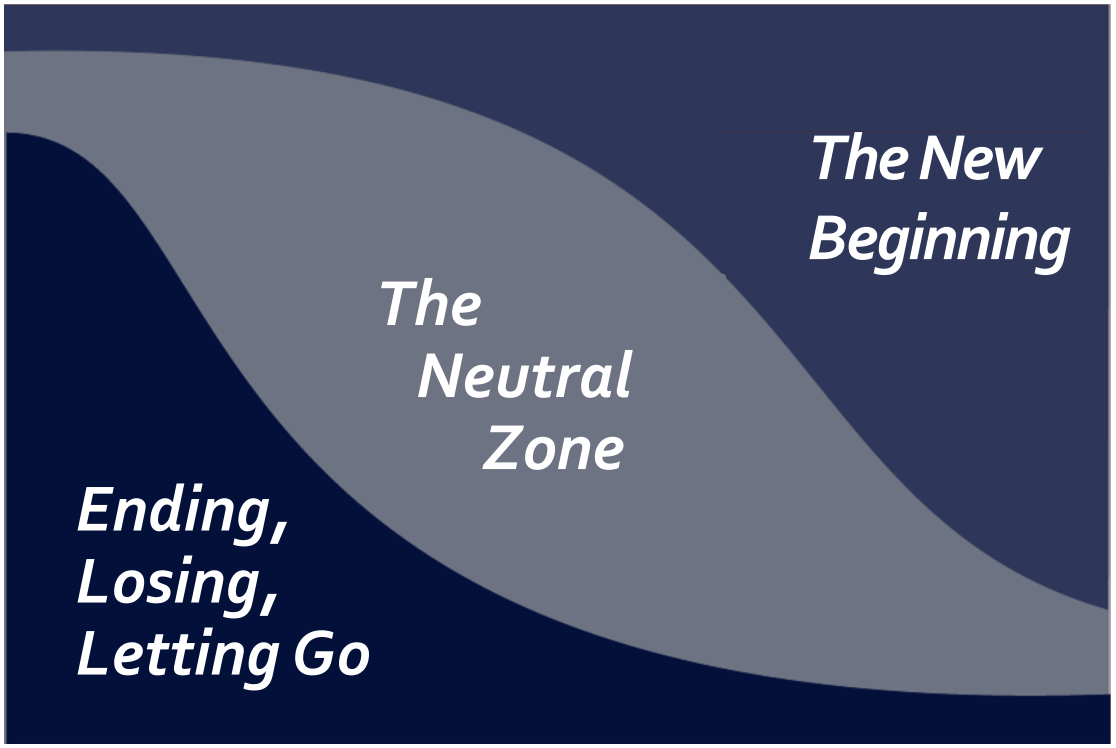
How do I change how my employees respond to change?

Transition- The Emotional Component

Transition is the psychological process that occurs when people must adapt to a change in their environment.

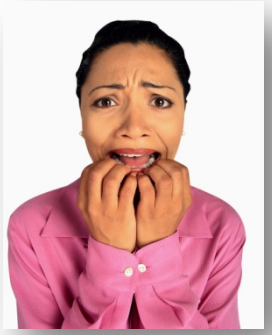
Bridges' Model of Transition

- Endings Phase
- Neutral Zone
- Beginnings Phase



Five Typical Responses

- Denial
- Anger
- Bargaining
- Depression
- Acceptance



Behaviors Typical of the Responses

- Denial – absenteeism, reverting to the old way, rumor spreading…
- Anger – yelling, grumbling, rage, sabotage, passive aggressive…
- Bargaining – making deals, refusing to do certain tasks…
- Depression – absenteeism, withdrawn, lower productivity, sadness…
- Acceptance – highly productive, contributes new ideas, excitement…

The Question:

How do I manage the emotional transition made by my employees during the change process?

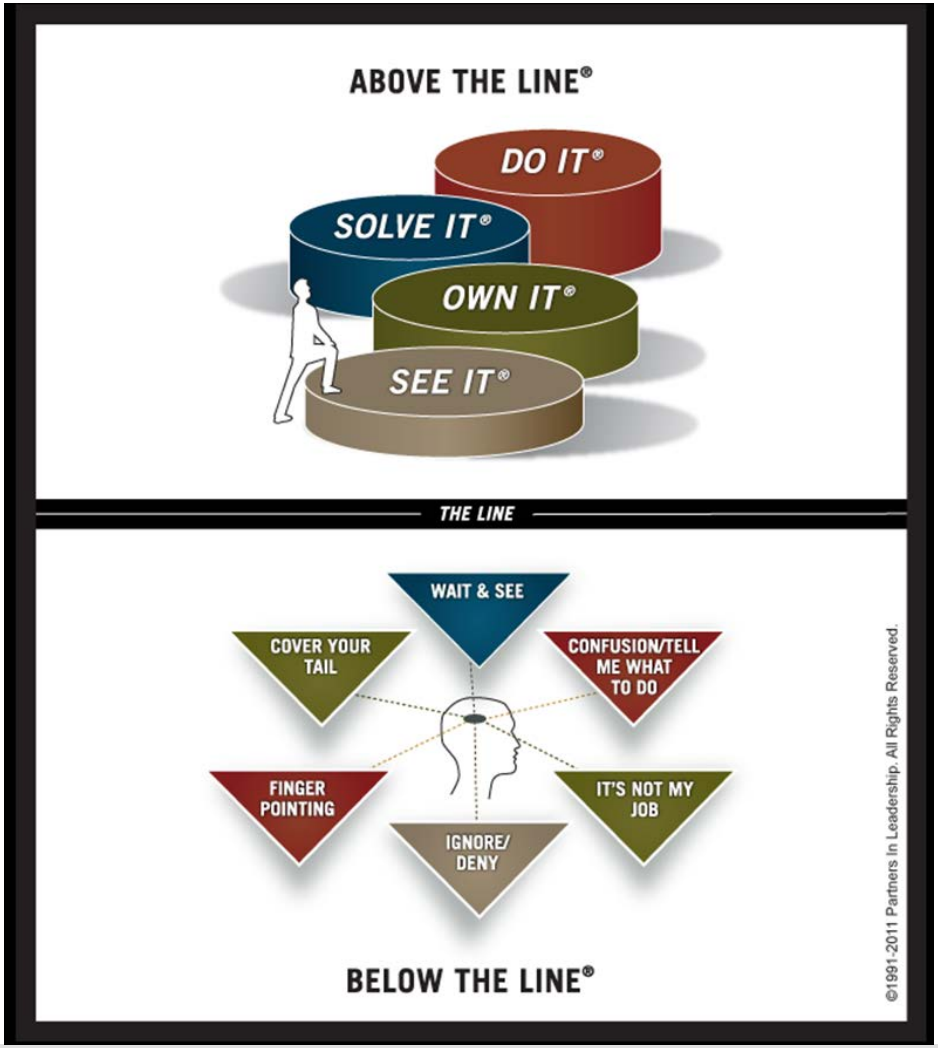
Creating Alignment

Leadership Alignment Process

1 Participation	Get the appropriate people involved.
2 Accountability	Identify who will make the decision.
3 Discussion	Ensure people speak up and are heard.
4 Ownership	Promote the decision as your own.
5 Communication	Be consistent with the message.
6 Follow-Up	Check-in and test for alignment.

CHANGE THE culture CHANGE THE game

Which Behaviors Build Alignment?



Considerations for Building Alignment

- Start with accountability
- Get people ready for the change
- Begin with the relative top and intact teams
- Establish a process control and keep it honest
- Design for maximum involvement and creativity

The Question:

How do I create alignment during the change process?

In Conclusion…