A Practical Approach to Change Management (Kotter’s 8-steps and beyond)

Martin Davis  MBA, BSc, PMP
Vice President of IT
Key Learning Points

1. Overview of a step by step approach to Change Management (going beyond Kotter’s 8 steps)

2. Understand Change Management essentials

3. Learn tips and tricks to help you with Change Management
Why should I care?

“In the United States, we spend more than $250 billion each year on IT application development:

• 31% of projects will be cancelled before they ever get completed.
• 53% of projects will cost twice as of their original estimates,
• overall, the success rate is less than 30%.”
Why should I care?

Top reasons projects fail

- Executive sponsorship
- Clear Business case / requirements
- Project Management / Planning / Governance
- Resources / Funding
- Organisational Change Management
  - (includes: communications, org. change, stakeholder management, culture issues etc)
Barriers to Change
What gets in the way?

- Conflicting priorities
- Culture
- Politics
- Regulatory Compliance
- Market pressures
- Leadership alignment and desires
- Cost
- Time / Patience to make it happen
- Lack of a structured approach to change
Impact of Change

Fear leads to Resistance

- Sense of loss, confusion
- Mistrust and a “what’s in it for me” focus
- Fear of letting go of the past
- Uncertainty, emotional stress, anxiety
- Perceived high levels of inconsistency
- Fear of loss of control
- Conflict increases — especially between groups
Vicious Circle of Change
The Interrelated Pieces

- Lack of Change Leadership
- Unclear Messages
- Less Drive To Change
- Apathy
- Uncertainty
- Increased Fear
- Lack of Momentum
- Reduced Results
- Greater Resistance
- Increased Fear
- Reduced Results
- Greater Resistance

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Virtuous Circle of Change
The Interrelated Pieces

Change Leadership

Improved Results

Empowered Employees

People Embrace The Change

Clear Communication

Urgency

Engagement

Clarity
Step Models of Change
Step Models of Change

Lewin (1951)

Unfreeze ➔ Move ➔ Refreeze

Kotter (1996)

1. Increase Urgency
2. Build the Guiding Team
3. Get the Right Vision
4. Communicate for Buy-in
5. Empower Action
6. Create Short-term Wins
7. Don’t Let Up
8. Make it Stick

Creating a climate for change
Engaging and enabling the whole organization
Implementing and sustaining change

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## An Extended Change Management Model

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### A Practical Approach to Change Management

*(Kotter’s 8-steps and beyond)*

**Martin Davis**
# Change Readiness

Are we ready for Change?

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“Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”

Jack Welch

* Refer to my blog for slides from a recent webcast on importance of Leadership in Effective Change
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Change Architecture

- A well structured, organised and coherent change program

- For example:
  - This approach!!
  - Kotter’s 8-Steps
  - ProSci™ Adkar™ model
Effective Change Components

- Capability to **Manage Change**
- Ensure the change **Resonates** with staff
- Change **Culture**
- Change **Accelerators**
  (people management, systems & processes aligned, rewards/bonuses etc)
Unfreeze
Animate the Organisation

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• What is the burning platform?
• Convince people about the crisis
• Kotter: “use compelling eye catching situations and imagery”
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Unfreeze

- Urgency
- Guiding Team
- Vision
- Strategy
- Pulse of Change

Vision & Strategy

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Pulse of Change
Are we there yet?

Assess the change:
- Do people understand the Burning Platform?
- Do they understand the Vision?
- Are they ready to change?
- Are further actions needed to reinforce the messages?
Move
Transition Organisation to the new Reality

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Communicate for Buy-in

- What’s in it for me? (WIIFM)
- Remove fear of the unknown
- Make it personal, not high level
Involving Everyone

- Get people involved
- Make them feel part of the change
- Reduces resistance
- Better chance of success

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Empower Action

- Help people take action
- Remove barriers
- Look for Change Agents across the Organisation

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Pulse of Change
Are we there yet?

-Assess the change:
• Are the Need & Vision for change clearly understood?
• Do they understand what the change means to them?
• Do they feel empowered?
• Gauge the effectiveness of your Change Management Plan
• Are further actions needed to reinforce the messages?
Refreeze
Anchor the New Reality into the Culture

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Don’t Let Up
Change takes time, stick with it!

- Consolidate gains to produce more change
- Encourage people to embrace the new processes
- Maintain the urgency
- Enable further waves of change
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Make it Stick!
Anchor it into the Organisation

- Embed the change into people’s roles and responsibilities
- Anchor new approaches in the culture
- Remove old ways of doing things
- Ensure bonuses are aligned
- New behaviours continue even without top down pressure
Pulse of Change
Are we there yet?

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## Summary

### Kotter’s 8-steps and beyond

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Success with Change Management

Key principles

An Art not a Science

Focus on helping Individuals change

Not just a Check Sheet Exercise

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THANK YOU! Q&A

Lewin (1951) / Kotter (1996)

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For further information:
Twitter: @mcdavis10   Blog: http://martindavis01.wordpress.com/
and: Enterprise CIO Forum at http://bit.ly/18xU0CC

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