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

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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
Do People Resist Change?
The Loss or Bereavement Curve

Feelings

- Shock
- Anger
- Rejection
- Acceptance
- Healing

Time

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Vicious Circle of Change
The Interrelated Pieces

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

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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

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Step Models of Change

Lewin (1951)

- Unfreeze
- Move
- Refreeze

Kotter (1996)

- Increase Urgency
- Build the Guiding Team
- Get the Right Vision
- Communicate for Buy-in
- Empower Action
- Create Short-term Wins
- Don't Let Up
- Make it Stick

An Extended Change Management Model

**Readiness**
- Change Leadership
- Ambition
- Change Architecture
- Effective Change Components
- Project Name

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

**Move**
- Communicate for buy-in
- Involve everyone
- Empower Action
- Short Term Wins
- Pulse of Change

**Refreeze**
- Don’t let up
- Make it Stick
- Pulse of Change
- Iterate
- Pulse of Change

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Change Readiness

Are we ready for Change?
Change Leadership

Importance of Strong Senior Leadership

“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)
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Project Name

Readiness

- Change Leadership
- Ambition
- Change Architecture
- Effective Change Components
- Project Name
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Urgency

Unfreeze

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

Unfreeze

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

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Vision & Strategy

Unfreeze

Urgency
Guiding Team
Vision
Strategy
Pulse of Change
Pulse of Change
Are we there yet?

Unfreeze

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
Involve Everyone

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

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

**Move**

Communicate for buy-in
Involve everyone
Empower Action
Short Term Wins
Pulse of Change
Short Term Wins

Move

- Communicate for buy-in
- Involve everyone
- Empower Action
- **Short Term Wins**
- Pulse of Change

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

Refreeze

- Consolidate gains to produce more change
- Encourage people to embrace the new processes
- Maintain the urgency
- Enable further waves of change
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

Refreeze

Don’t let up
Make it Stick
Pulse of Change
Iterate
Pulse of Change
Pulse of Change
Are we there yet?

Refreeze

- Don’t let up
- Make it Stick
- Pulse of Change
- Iterate

Iterate

Assess the change
# 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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3. Learn tips and tricks to help you with Change Management
THANK YOU! Q&A

2014

Lewin (1951) / Kotter (1996)

Readiness

Unfreeze ➔ Move ➔ Refreeze

Change Leadership

Urgency

Communicate for buy-in

Don’t let up

Ambition

Guiding Team

Involve everyone

Make it Stick

Change Architecture

Vision

Empower Action

Pulse of Change

Effective Change Components

Strategy

Short Term Wins

Pulse of Change

Project Name

Pulse of Change

Pulse of Change

For further information:
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