



# Change Management

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# Two Sides of Change



Technical Side of Change



Human Side of Change



Maslow's hierarchy of needs

# TRUST

Consistency

Sincerity

Reliability

Competence

Commitment

Integrity



# Patrick Lencioni—The 5 Dysfunctions of a Team

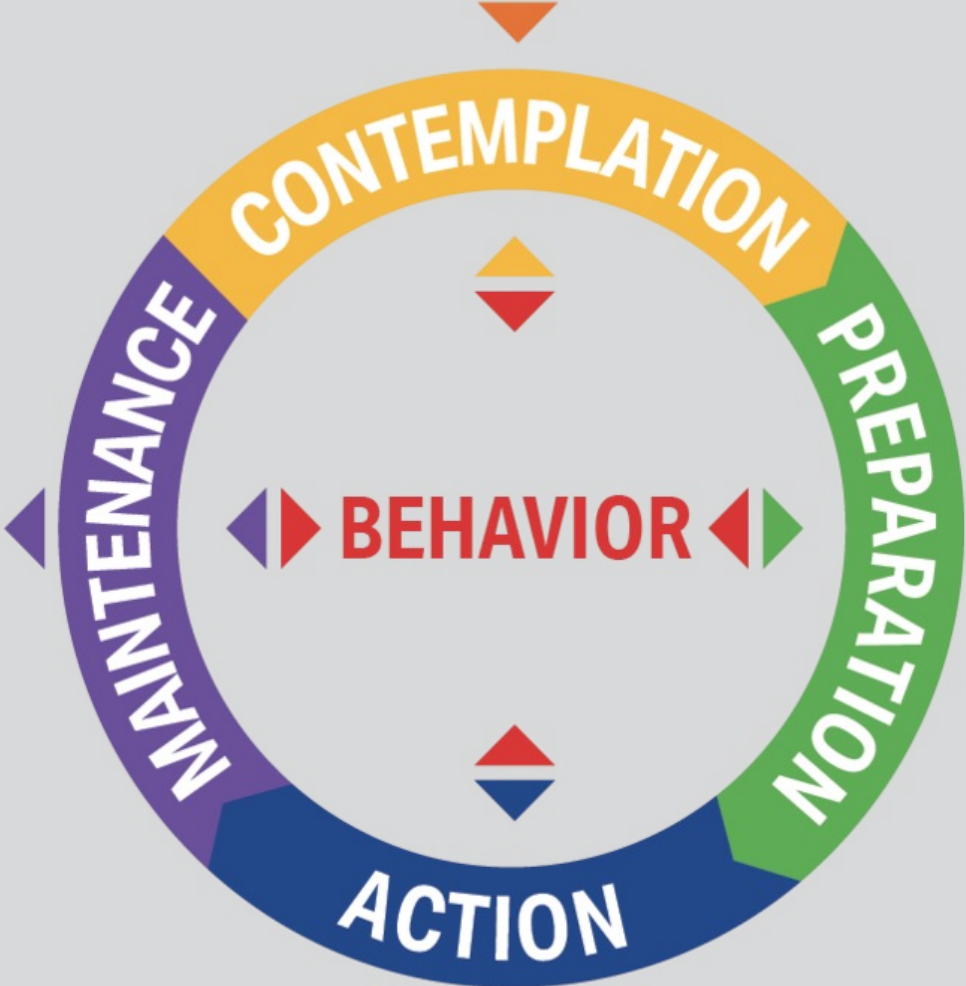
## 5 dysfunctions of a team





# Stages of Change

**PRECONTEMPLATION**



Change is the adoption of a new idea or behavior by a person, organization, or institution

Organizations need to continuously adapt to new situations if they are to survive and prosper

Constant change keeps organizations agile  
Indicative of “learning” organizations

Change is required to remain competitive and in harmony with the ever-changing environment!



# Evolutionary Change

- Don't violate traditions and status
- Typically, piecemeal—incremental—one by one
  - **WHY:**
    - to promote enthusiasm
    - may arouse deep resistance
    - change may have dramatic results

*These changes are slow, and this type of change may allow your organization to fall behind*







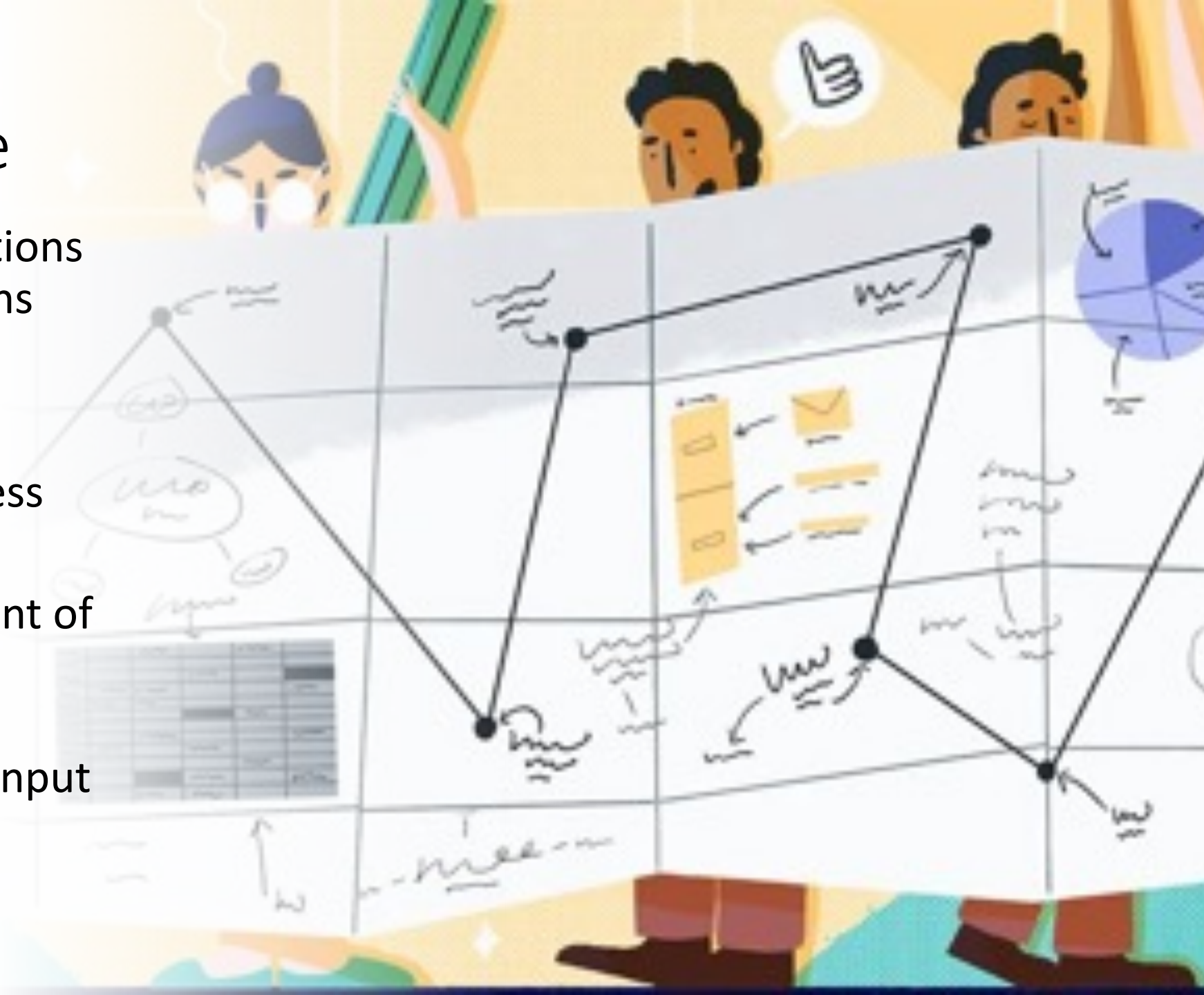
# Revolutionary Change

- Cause violations, rejections, or suppression of old expectations
- Typically happens quickly
  - **WHY:**
    - May meet strong resistance!
    - Often require an exercise of power

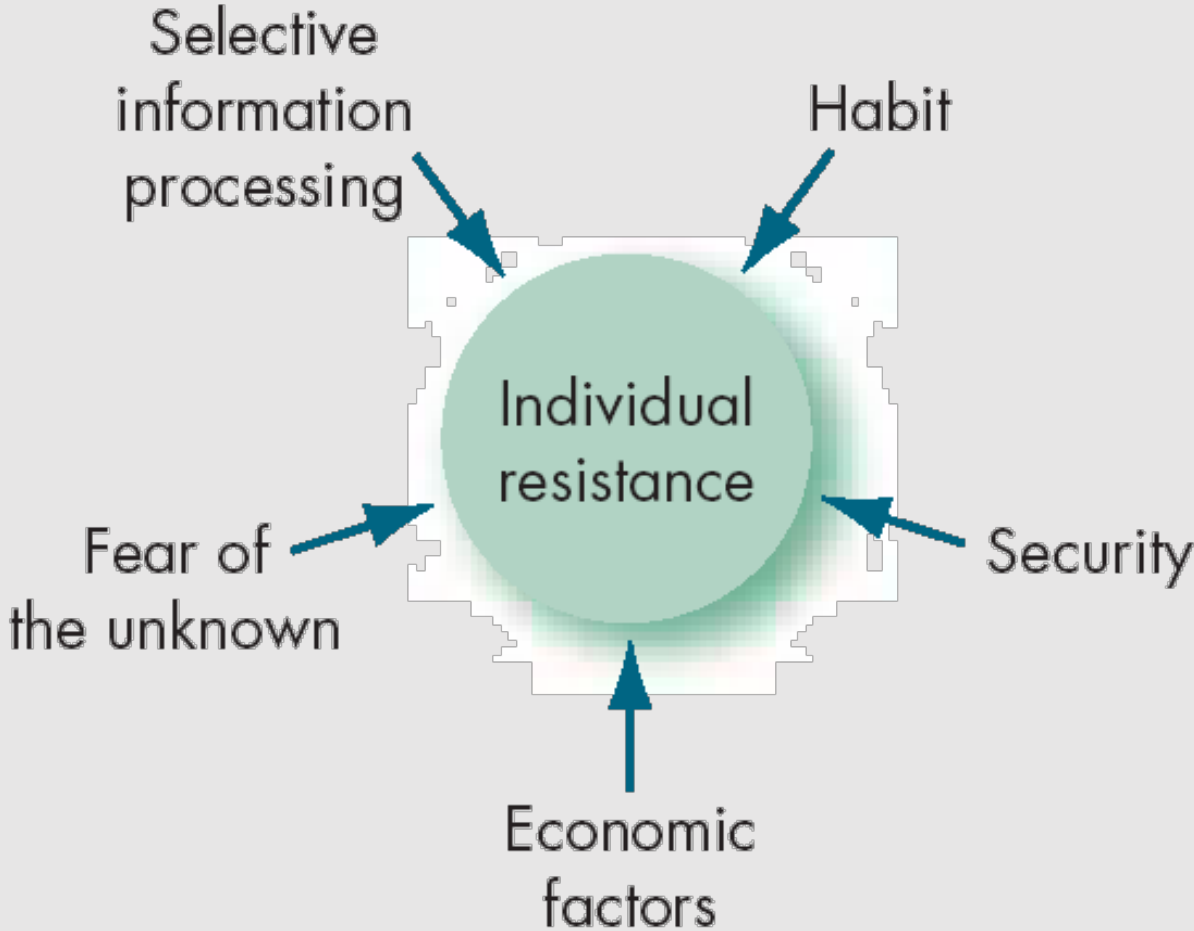
*These are introduced in situations where no other options are available*

# Planned Change

- Gradually modifies traditions and sets new expectations
- Intentional attempt to influence a process
- Typically, a gradual process
  - **WHY:**
    - Allows achievement of difficult goals
    - Creates space for involvement and input
    - Allows natural attrition



# Resistance





# The HUMAN SIDE

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Change is fundamentally about feelings  
success requires people's heads and  
hearts together

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“Winning Attitudes” do make a difference

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Culture and attitude have very important  
roles

“People don’t resist  
change. They resist  
being changed.”

Peter Senge

# Management of Change



IDENTIFY THE  
NEED FOR CHANGE



DIAGNOSE THE  
PROBLEM



PLAN THE CHANGE



IMPLEMENTATION  
OF CHANGE



FOLLOW-UP AND  
FEEDBACK



# The Road to Cultural Change



Conduct a cultural analysis to identify cultural elements needing change.



Make it clear that the organization's survival is threatened if change is not forthcoming



Appoint new leadership with a new vision



Initiate a reorganization



Introduce new stories and rituals to convey the new vision



Change the selection and socialization processes and the evaluation and reward systems to support the new values

# Managing Change

- Embrace change
  - Become a change-capable organization.
- Create a simple, compelling message explaining WHY
  - Communicate constantly and honestly
- Encourage participation
  - Get everyone committed
- Encourage flexibility
  - *“Give it a try”*
- Remove those who resist and cannot be changed

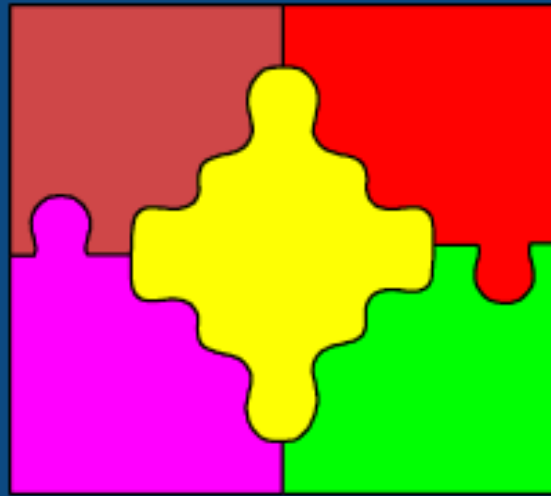


## Characteristics of Change-Capable Organizations

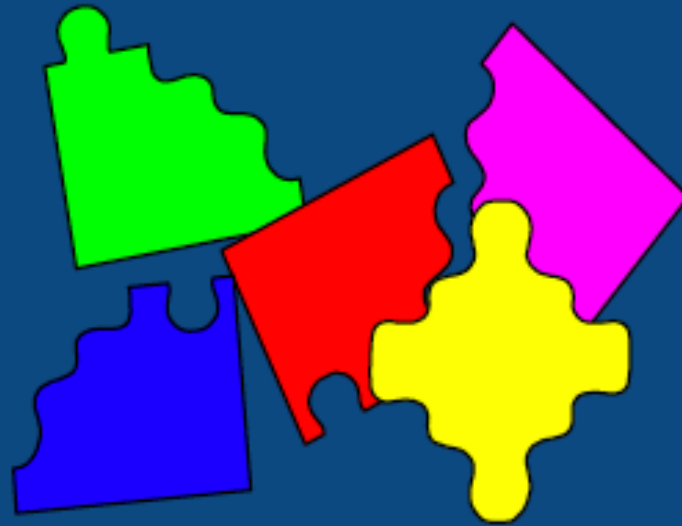
- Links the present and the future
- Makes learning a way of life
- Actively supports & encourages change
- Ensures diverse teams
- Shelters breakthroughs
- Integrates technology
- Builds and deepens trust



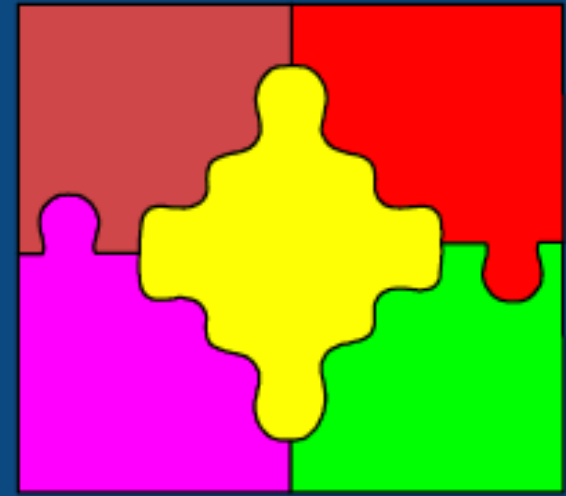
# Lewin's Three Step Change Model



**Unfreezing**



**Changing**



**Refreezing**



## Step 1. Unfreeze

- The process of letting go of certain attitudes, beliefs, & habits
- Requires evaluation of the situation  
\*\*understand the forces at play\*\*
- Ramp up forces that drive behavior toward change & slow down restrictive forces

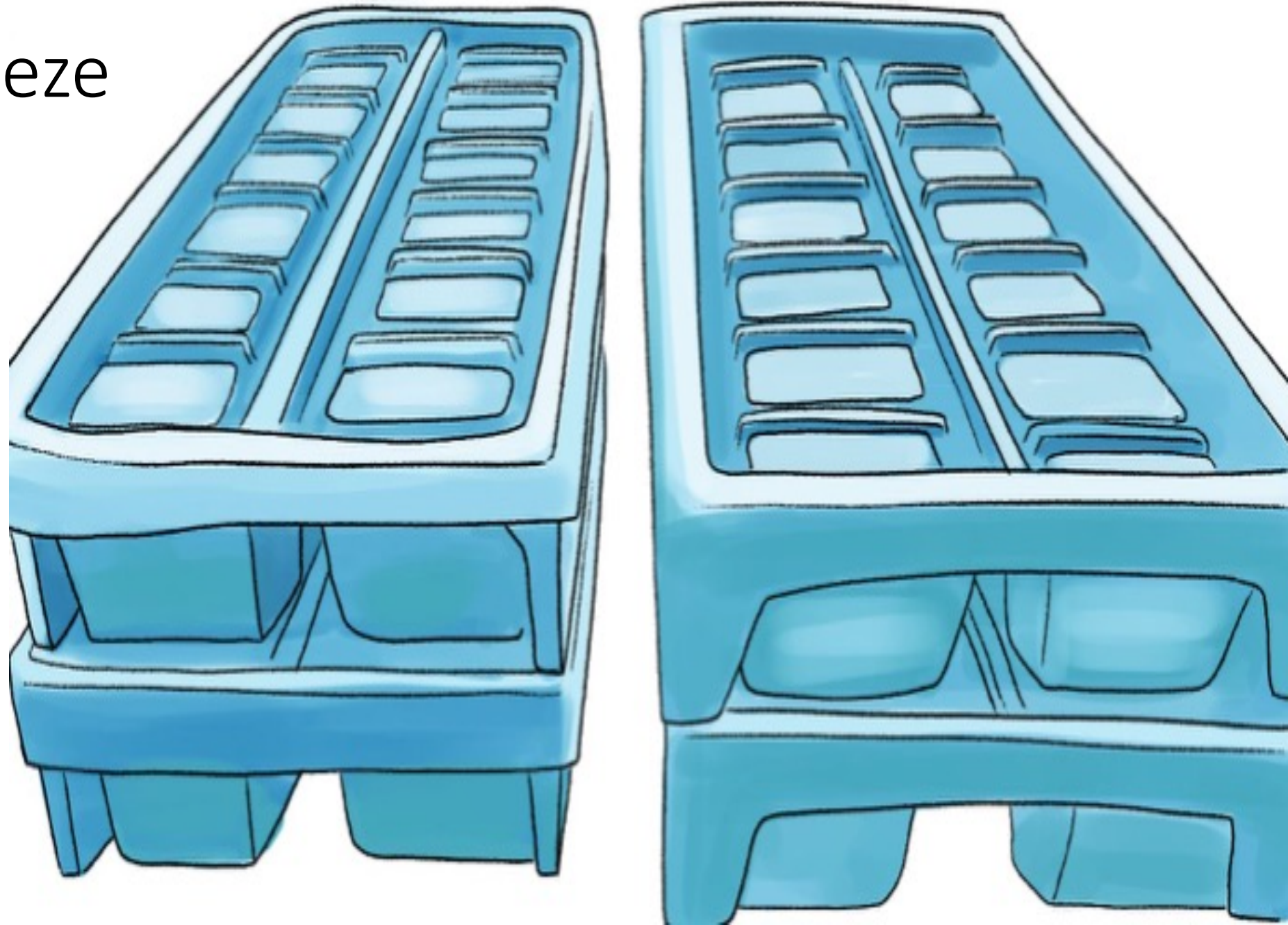


## Step 2. Change

Alteration of self-conceptions and ways of thinking

## Step 3. Refreeze

Involves solidifying or crystallizing the changes into a new, permanent form

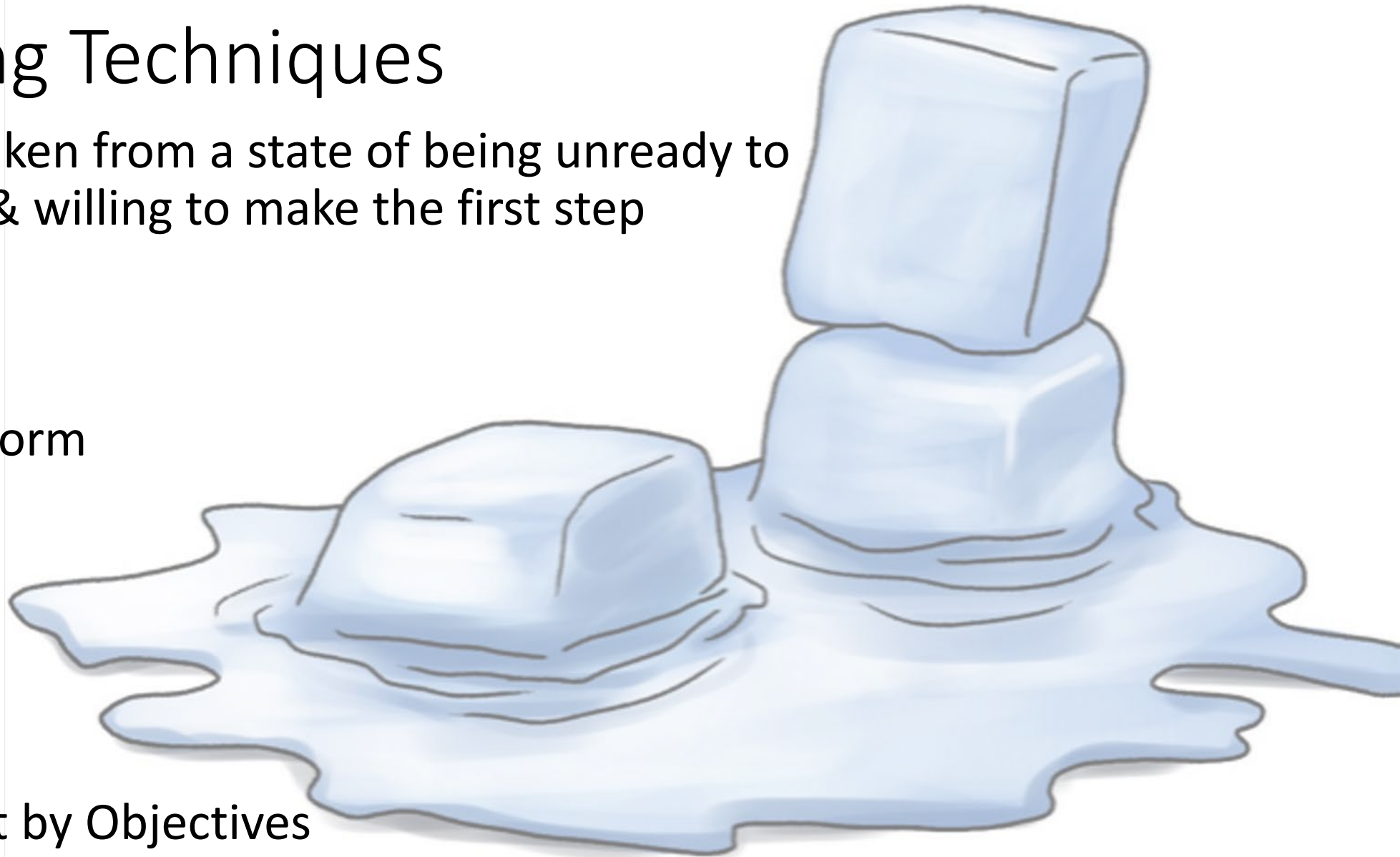


# Unfreezing Techniques

- People are taken from a state of being unready to being ready & willing to make the first step

## METHODS

- Burning platform
- Challenge
- Evidence
- Education
- Visioning
- Management by Objectives







# Burning Platform

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- Staying where you are is not an option
- Doing nothing will result in a disaster
- Look for a crisis
- Engineer a crisis...forces change

A man in a red shirt and dark shorts is climbing a large, textured tree trunk. The background is a bright, hazy sky with a sun flare. The image is oriented vertically, with the man at the bottom and the top of the tree trunk at the top of the frame.

# Challenge

- Stimulate change by challenging
- Ask for something remarkable
- Show confidence in their ability achieve it
- Once they buy the challenge, they will support each other to achieve it

- Find evidence supporting the change
- Use data and statistics
- Counter-arguments require better data

A magnifying glass with a dark handle and frame is positioned over a light-colored surface. The word "EVIDENCE" is written in large, bold, black, sans-serif capital letters within the circular lens of the magnifying glass. The lens is slightly out of focus, while the word "EVIDENCE" is sharp and clear. The background is a plain, light-colored wall.

**EVIDENCE**





Education

Teach people  
about the need  
for change the  
methods of  
change

# VISION & MISSION





**Constructing the  
Envisioned Future**

The diagram consists of a large green arrow pointing to the right. To the right of the arrow's tip are two orange octagons stacked vertically. The top octagon contains the text 'Bold and Valued Outcomes' and the bottom octagon contains the text 'Desired Future State'.

**Bold and  
Valued  
Outcomes**

**Desired  
Future  
State**





Step 2.  
Change



# Manage the Process

- Ensure congruence of messages, activities, policies, and behaviors
- Provide opportunities for joint creation
  - Be clear about what this means—Everybody gets a vote?
- Anticipate, identify, and address “people” problems
  - People are at the heart of all change efforts
- Prepare the critical mass
  - Educate, train, and prepare the organization to think, feel and act differently





# Manage the Process

- Stimulate conversation
  - Open to insights – don't close off discussions that could lead to breakthroughs
- Provide appropriate resources
  - Reduce other work or provide protected time to support significant change efforts
- Coordinate and align projects
  - Are all projects valid and necessary? Do they fit together?



Change roles

# CHARACTERISTICS OF A CHANGE AGENT



Sketchnote by @DaniellaGamba  
Framework by @gcauros

ASKS TOUGH QUESTIONS



Is emotionally connected

Has their own solutions

BUILDS STRONG RELATIONSHIPS ON TRUST

Looks beyond discomfort and takes the "right path"

HAS A CLEAR VISION

Communicating intent should not be a ...



Many ways to -  
common purpose

Everyone moves at a different pace

IS PATIENT BUT PERSISTENT

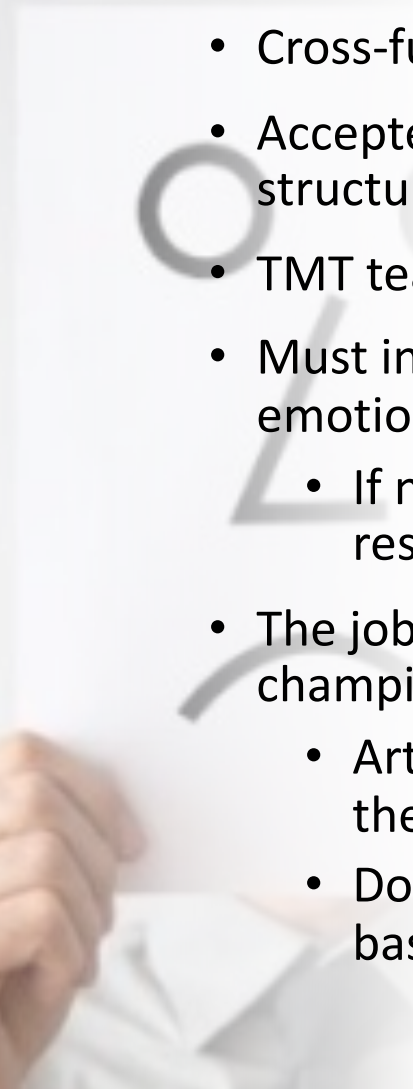
Keeps movement towards goal

IS KNOWLEDGEABLE AND LEADS BY EXAMPLE

Experiences what they preach



# Transition Management Team



- Visible leaders committed to the change
- Cross-functional content expertise
- Accepted by the organization's "power structure"
- TMT team captain is the transition COO
- Must include a leader who focuses on emotional & behavioral issues
  - If no one owns an issue, then no one is responsible for it....
- The job of the leader—to be a visible champion for the change
  - Articulate the context and rationale for the new direction
  - Does not run the team on a daily basis—receives frequent reports



*The Leadership  
Contribution—Managing  
the Dynamics*

*Change leaders provide direction and reinforce the importance of getting the right stakeholders involved at the right time, to ensure both change and communication expertise is there at the start of the change journey.*



## Developing Political Support

Assessing Change Agent Power

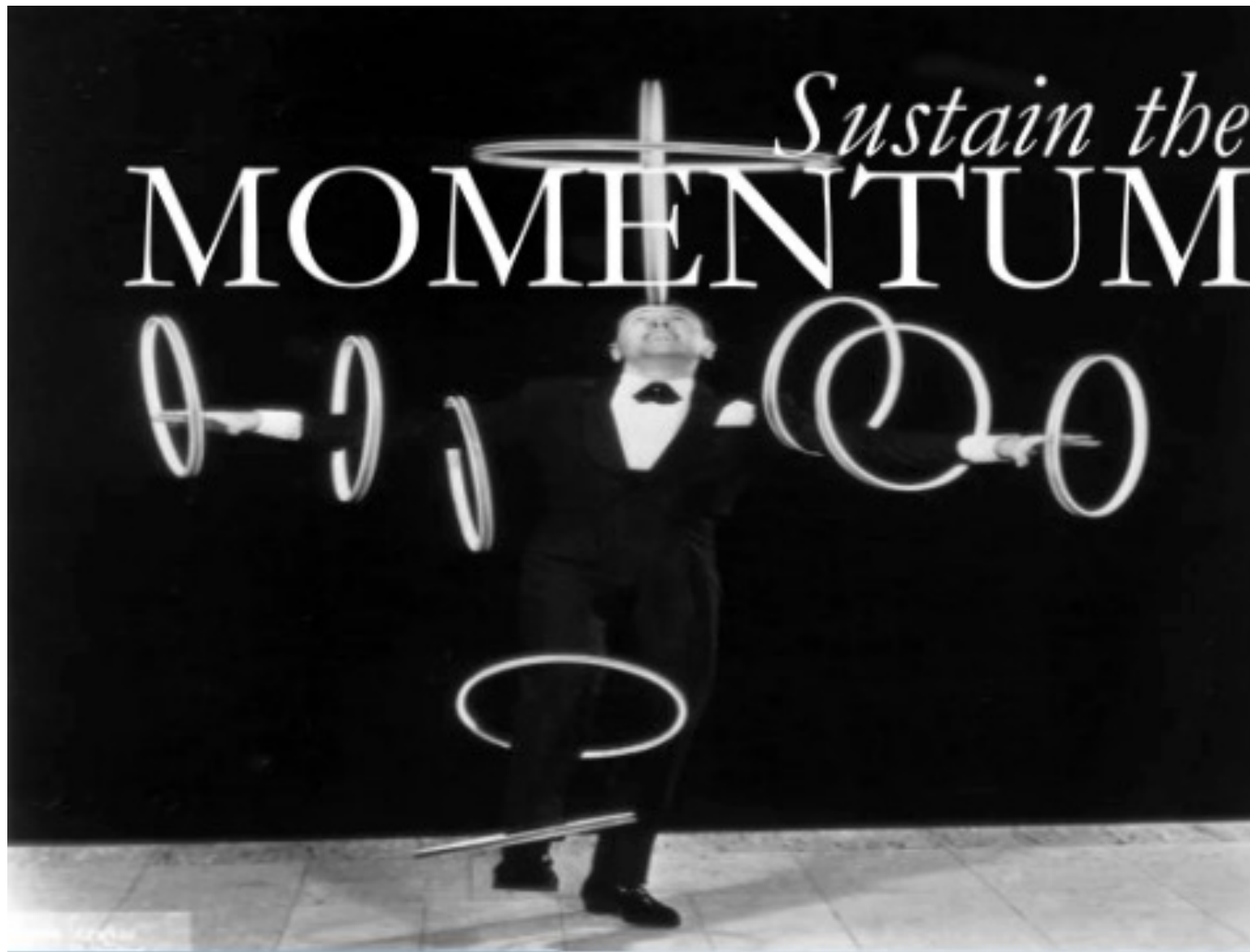
Identifying Key Stakeholders

Influencing Stakeholders

*Establish leadership alignment;  
create the desire and will to change;  
build project team clarity around objectives, roles,  
scope and processes.*



*Sustain the*  
**MOMENTUM**





Step 3.  
Refreeze

Stabilize and consolidate the new state with values, policies, rules, procedures, new behaviors, gratitude, etc.



RINSE

REPEAT

*Change needs to be viewed as a cycle,  
not a finish line to cross*



Kotter Steps	Kotter Stages	Key Tools	Reference models
1. Increase Urgency	Creating a Climate for Change	Change Readiness Assessment Change Agenda Stakeholder Management Desired Future State / Current State Force Field Analysis	OTIS SWOT Adoption Curve McKinsey 7's RACI (Roles & responsibilities) LPD Summary
2. Build the Guiding Team			
3. Get the Vision Right			
4. Communicate for Buy In	Engaging and Enabling the Whole Organisation	Change Curve 3 Box Model Networking PACK Rainbow Model Low Hanging Fruit	Strebel Change Grid Change House 3 A's Model W Bridges Transition Communication Guidelines for Managers Handbook Training guidelines and plans
5. Empower Action			
6. Create Short Term Wins			
7. Don't Let Up	Implementing and Sustaining the Change	Empowerment Team Process Review Unfreeze / Change / Refreeze	Tipping Point Conflict Management Strategies (Killmann) Reward accomplishments & milestones Change Effect Survey
8. Make It Stick			
Additional Materials		Toolbox Templates Keep, Stop, Start, Change Strength Deployment Inventory (SDI) Link to Corporate Communications Link to Project Management	JP Kotter Change Management presentation Facilitation Checklist Recommended Reading Problem Solving Methodology (PSM)

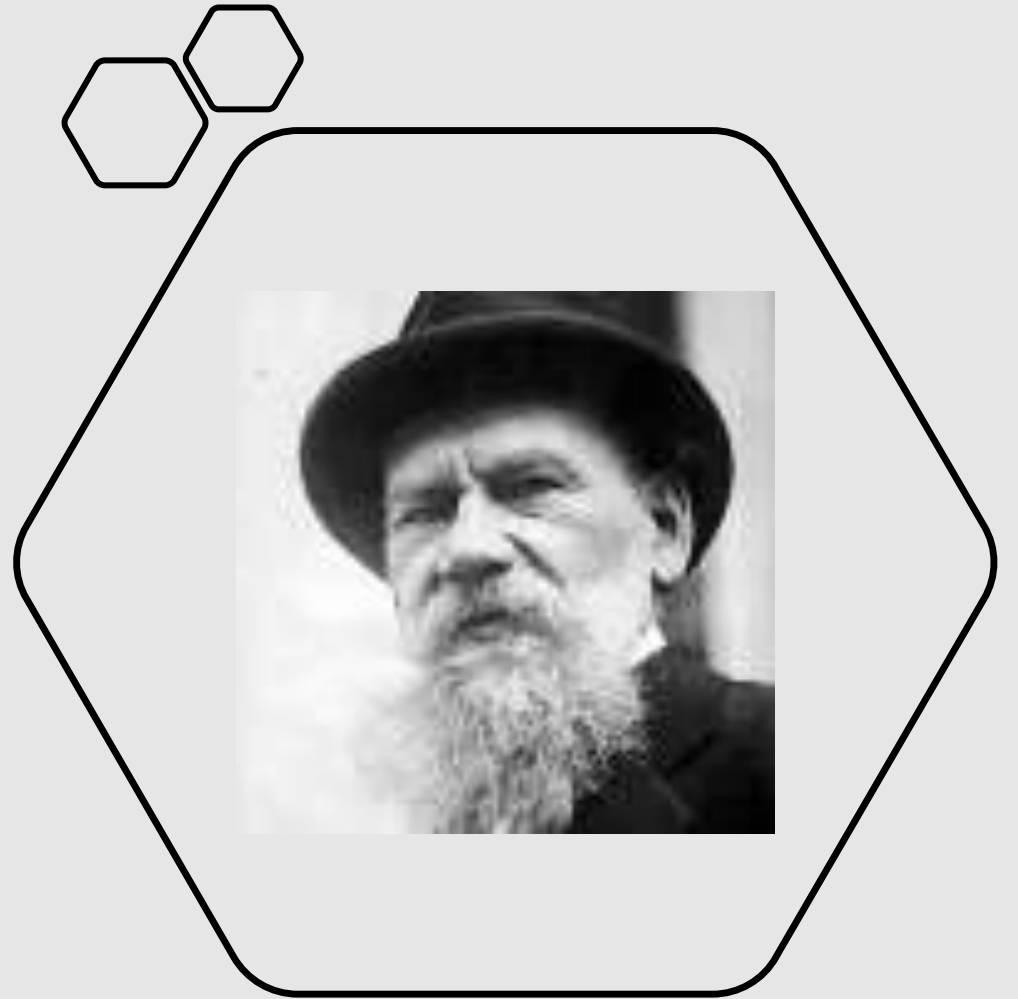
**>70% of all major  
transformation/change efforts fail**

“Because organizations do not take a consistent, holistic approach to changing themselves, nor do they engage their workforces effectively.”

John Kotter

*“Everyone thinks of  
changing the world, but  
no one thinks of  
changing himself.”*

Leo Tolstoy







Thank you