

# BEAUTIFUL CHANGE!

A practical guide to help you deliver  
successful change that has the right  
impact



**Hayley A Lewis**

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# Preface

I have spent over 20 years leading or managing some kind of change. Whether that was changing a process when I was a hospitality manager, after first graduating; through to leading major digital transformation, more recently, as a senior manager in the public sector.

Underpinning this is my background as a psychologist, specialising in organisational improvement, performance and change. Where there is change you can be guaranteed there'll be people involved. And if there is one thing I've learned, people will not always react in the way you expect.

I've had a lot of success at leading and managing change. I've also made a lot of mistakes.

This e-book comes as a result of all the things I've learned over the past 20 years. The good, the bad and the ugly! I've picked up a lot of tools, tips and techniques and this e-book is a way for me to share these with you.

Throughout the book, you'll come across some of my sketchnotes. These have proved to be really popular with my clients and social media followers. Sketchnotes are a great way to capture and share theories and models on one page and hopefully, there'll be one or two you want to print off and pin up!

I really do hope you get a lot of value out of this e-book. My aim is that it really is a practical guide to help you as you deliver change in your organisation.

**Hayley A Lewis** CPsychol, AFBPsS, FRSA

**Founder, HALO Psychology**

## **10 things this e-book will help you with**

- 1** Understand better the specific skills you and your team need to manage and lead change well.
- 2** Identify the type of change you're implementing and come up with an appropriate plan.
- 3** Learn more about why change fails and the things you can do to avoid it happening to you.
- 4** How mission, vision and strategy should work together as foundations for change.
- 5** Tools to help you plan for all eventualities and prioritise activities.
- 6** How to go about identifying all your stakeholders and then influencing them.
- 7** How to get the right balance between communicating and engaging stakeholders, particularly employees.
- 8** Identifying and managing common issues during the transition phase between the old world and the new.
- 9** The common causes of resistance to change and ways to overcome this.
- 10** Provide you with ideas for supporting and developing people before, during and after the change has happened.

# Chapter 1

## Getting started

“*A journey of a thousand miles begins with a single step*”

– Lao Tzu

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### Build the right team around you



A time of danger; A time of opportunity;

Did you know there is no symbol for the word ‘change’ in the Chinese language?

Instead, they put together the following two symbols together (see left).

It is little wonder, therefore, that managing change can sometimes drive fear into even the toughest of people!

Recognising and understanding your own strengths and weaknesses in relation to managing change can be a good place to start from. For example, you might be great at communicating with people and getting buy-in but less comfortable with the numbers side of change (my own particular weakness!)

By being honest with yourself, you’re in a good position to build the right team around you.

The competencies at the top of page seven are those that I’ve learned are needed to manage change well.

**Table 1:** *Suggested competencies for change practitioners*

<ul style="list-style-type: none"> <li>• <b>Strategic thinking</b> – the ability to keep the ‘big picture’ in mind and focus with on the end game.</li> <li>• <b>Analytical thinking</b> – the ability to handle the huge amount of financial, employee and performance data that will come your way.</li> <li>• <b>Commercial thinking</b> – the ability to understand the wider context within which the organisation is operating and the opportunities the change presents.</li> <li>• <b>Planning and organising</b> – the ability to ensure you and whoever else you’re working with on the change get the right things done at the right time.</li> <li>• <b>Handling complexity</b> – the ability to negotiate your way through various organisational systems, particularly where other organisations are affected by the change.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Communication</b> – the ability to speak and write in ways that are easy-to-understand and compelling.</li> <li>• <b>Influence, persuasion and negotiation</b>– the ability to get the majority of people on board, adopting a ‘win-win’ approach</li> <li>• <b>Resilience</b> – the ability to handle whatever is thrown at you (but not be a pushover), bounce back and not take things personally.</li> <li>• <b>Managing relationships</b> – the ability to build and maintain relationships with a wide range of people from all levels and parts of the organisation.</li> <li>• <b>Handling ambiguity</b> – the ability to make sense of (and help others make sense of) what is going on when there is little or no information.</li> </ul>
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Whether this is your first time managing change, or you’re an experienced practitioner, it’s still a good idea to carry out an assessment on yourself against these competencies.

Asking for feedback from those you work with is a great way to quickly gauge what your strengths and weaknesses are when it comes to managing change. It’s also a good idea to track your progress by asking for feedback at the end of each change project or programme you deliver. You can then see what you’re doing well and what you need to spend a bit more time and effort on.

*“Asking for feedback from those you work with is a great way to quickly gauge what your strengths and weaknesses are when it comes to managing change.”*



If you're leading a change team, you can use these competencies to identify areas of strength and weakness in the team as a whole; and subsequently, using the strengths to your advantage and mitigating against the weaknesses.

## What's your role?

The leader versus manager debate has been raging for a few decades and no doubt will continue to do so.

Personally, I'm not a fan of binary, 'either or' thinking.

As a change practitioner, I've come to appreciate the 'grey'. Sometimes, just sometimes, there is an overlap in roles and responsibilities. Change can be messy!

In the late 1980s, James Kouzes and Barry Posner came up with a useful differentiation between change leadership and change management. The summary in the table below offers a helpful way to see where you are and subsequently, giving clarity about your role (and yes, where the overlaps might be!)

**Table 2:** *Change leaders versus change managers (Kouzes & Posner)*

Change leaders...	Change managers...
<ul style="list-style-type: none"> <li>• ...challenge the process</li> <li>• ...inspire a shared vision</li> <li>• ...enable others to act</li> <li>• ...role-model the way</li> <li>• ...encourage the heart</li> </ul>	<ul style="list-style-type: none"> <li>• ...ensure process efficiency</li> <li>• ...control against targets and budgets</li> <li>• ...monitor performance and accountability</li> <li>• ...deliver agreed action plans</li> <li>• ...encourage rational analysis</li> </ul>

Where do you think you currently fit? Are you a 'change leader'? A 'change manager'? Or somewhere in-between?

## What kind of change are you implementing?

It's important to recognise that organisational change takes time and resources. Results should not be expected too soon. Understanding the type of change will help you determine the level of effort, resource and amount of time needed.

In the 1990s, John Storey helpfully produced what he called a *'Fourfold typology of change'*. The typology is:

**1. Top-down systemic change**

Aimed at transforming the entire organisation. For example, a major culture change programme following the arrival of a new chief executive.

**2. Piecemeal initiatives**

Devised and implemented by individual departments or sections in a seemingly unconnected fashion. These are highly localised changes, responding to a micro-context.

**3. Bargaining for change**

Where a series of targets are jointly agreed between managers and employees and are pursued in a systematic rather than piecemeal fashion. Trade union involvement will be high.

**4. Systemic jointism**

Where managers and employees agree a total package of changes designed to achieve organisational transformation. This taps in to the notion of co-creation.

So, you've identified the scale of change. What now?

**Linear steps or emergent change?**

There is a wealth of change models out there. I'd encourage you to explore and find the ones that feel right for you.

There are a couple of models that I come back to time and again and which I use as a checklist.

The first is John Kotter's *'Eight stage process of creating major change'*. You can see my sketchnote summary of Kotter's model on page 14.

Kotter's model takes a linear approach to change (which appeals to my own need for order). If you like a step-by-step 'tick list' when managing change, then this could be the model for you.

The second model I use to is Rosabeth Moss Kanter's '*10 commandments for executing change*'. See my sketchnote summary on page 15.

Kanter's model takes an 'emergent' rather than step-by-step view, which appreciates that change can be messy and unpredictable (and therefore, appeals to my respect for ambiguity and the 'grey').

## **Why change fails**

It's a cliché but nonetheless true that change is constant.

This doesn't make it any easier for people to handle though. And when change is forced on people, then they are much more likely to resist.

Here are some of the traps to avoid if you are going to succeed in delivering the change you've been asked to manage:

- **The idea at the wrong time** – sometimes an organisation's leadership team comes up with a "crazy" idea. Maybe because the chief executive has been on some whizz-bang leadership course where they learned about theory x or idea y. As the organisation is so steeped in hierarchy, no-one feels able to pipe up and say, "I'm not sure this idea is going to work". (By the way, that person is now you!)
- **The organisational culture doesn't welcome critics (even constructive ones)** – in a business culture that only wants to hear the 'cheerleaders', the critics (those who might help the change succeed) are told to sit in the corner. Eyes roll when someone starts a sentence with, "I'm not sure..." or "Maybe a better idea would be..." The chapter on stakeholders will help you better manage this situation.
- **The real reason for change is being kept a secret** – I've written about this countless times; the difference between what is espoused and then what's really said in the boardroom. Your organisation's employees aren't stupid. If jobs are going to be cut then say so. It'll be less painful for all concerned in the long run. It gives people an element of control over their futures if they know they need to look for a new job, rather than operating in ignorance until it's too late. The chapter on communication and engagement will be really useful in this instance.

- **The change is happening because everyone else is doing it** – for those of you reading this who have teenagers, what’s your response when they say “but all my friends are doing it!”? Context is key here and there is far more to context than simply the sector you’re operating in. There’s size, location, politics (big and small ‘p’), capacity for change etc. The chapter on vision and strategy should help.
- **The old ways of working remain** – so you’ve changed the structure, people have got new job descriptions and you’ve rolled out new policies. Yet people are still doing things in the way they’ve always done! Expect nothing less if you didn’t involve employees from the beginning. The chapter on managing the transition phase will help you bed down the roots of change that bit more deeply.
- **You have the wrong people in place to lead the change** – just because someone has a job title with the word ‘change’ or ‘transformation’ in it doesn’t necessarily mean that they are the best person to actually manage the change (see earlier in this section on competencies needed). Sometimes a person ends up in a role simply by quirk of fate. You need people who are collaborative, who understand people (without being manipulative) and who have an excellent balance between the long-term strategic goal and the detail to get there.
- **The change is too big or small for what the organisation can handle** – I’ve seen organisations bite off far more than they can chew and the change is still being implemented five years later! Likewise, I’ve seen departments not

*“Think the ‘Goldilocks Principle’. Too big a change is exhausting and overwhelming; too little a change can lead to inertia and apathy.”*

be ambitious enough. Think the Goldilocks Principle (made up for the purposes of this book). Too big a change is exhausting and overwhelming; too little a change can lead to inertia and apathy. You want something just right for the size and capacity for your organisation. Your job is to push back if the

Goldilocks Principle is not being met.

- **The change is too fast or too slow for what the organisation can handle** – I’ve seen organisations set unrealistic deadlines for major change. In particular, those of you reading this who work in central and local

government will understand how the political voting cycle can influence this. Again, think the Goldilocks Principle - too fast and you'll exhaust your staff, leading to customers being affected; too slow a change can be just as exhausting, just in a different way (a bit like death by a thousand cuts). And again, your job is to challenge decision makers if you think the Goldilocks Principle is being breached.

- **Not realising successful organisational change takes persistent effort over many years** – this is particularly true for organisations with staff in their tens of thousands. In particular, culture change can take many years – dependent on the type and size of the organisation.

## The key ingredients for successful change

Now you know the traps to look for, here are the key ingredients that will determine whether the change you're responsible for will succeed or fail.

Whether you use the models outlined in this chapter, or you have others that you prefer, there are some definite truisms when it comes to successful change. You can use this as a checklist.

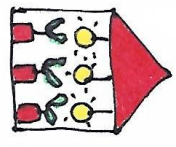
- You need a **compelling case** to begin with...without which, you'll encounter inertia.
- You need a **clear vision**...without which, there will be confusion.
- You need a **defined strategy**...without this, there'll be diffused and fragmented action.
- You need to adhere to an **agreed set of values** (moral compass)... without these, there's an increased chance of corruption.
- You need **regular and meaningful communication and engagement** with people...without these, a climate of fear, uncertainty and mistrust will take root.
- You need **strong and visible leadership** who role-model the change...without this, people feel misled and misdirected.
- You need the **enough of the right resources** to implement the change safely...without this, change may stall and people become frustrated.
- You need people with the **right capability** to help you manage the change and share the load... without these, you're likely to experience exhaustion and burnout.
- You need to **understand what motivates different people** in order to get buy-in...without this, you're likely to experience resentment and resistance.

## **Key points from chapter one**

- 1.** Take the time to understand your strengths and weaknesses as a change manager. A good habit to develop is to ask for feedback at the end of each change project or programme you lead.
- 2.** Understand your role and where you fit. Clarifying roles and responsibilities is crucial to ensure that there isn't duplication of effort, whilst other things fall through the gap.
- 3.** Understand the type of change you are implementing. This will determine everything from timetable through to how you communicate and negotiate with stakeholders.
- 4.** Learn about different change models and find the one (or two) that work for you. Use them as a checklist or aide-memoir when implementing change.
- 5.** Remember the 'Goldilocks Principle' and your role in ensuring change isn't too fast or too slow; too big or too small. Your role is to ensure it is just right!
- 6.** To deliver successful change you need to ensure all the ingredients are in place – from vision and strategy through to a deep understanding of what makes people tick.

# 8. ANCHOR CHANGE IN THE CULTURE

## 7. CONSOLIDATE GAINS AND PRODUCE MORE CHANGE



- \* SUSTAINS
- \* ACCELERATES
- \* VISIBLE

- \* COMES LAST NOT FIRST
- \* NEEDS LOTS OF COMMONS
- \* DEPENDS ON RESULTS



# 1. ESTABLISH A SENSE OF URGENCY

IMPORTANT TO TACKLE SOURCES OF COMPLACENCY:

- \* NO HIGHLY VISIBLE CRISIS
- \* LOW PERFORMANCE STANDARDS
- \* DENIAL
- \* TOO MUCH 'HAPPY TALK' FROM LEADERS
- \* WRONG THINGS MEASURED



## 2. CREATE A GUIDING COALITION

### INGREDIENTS:

- \* EXPERTISE
- \* LEADERSHIP
- \* CREDIBILITY
- \* TRUST
- \* TEAM PLAYER
- \* COMMON GOALS

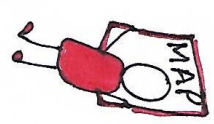
# LEADING CHANGE

BY JOHN KOTTER

## 3. DEVELOP A VISION AND STRATEGY

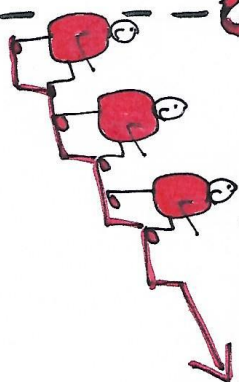
THESE SHOULD BE:

- \* IMAGINABLE
- \* DESIRABLE
- \* FEASIBLE
- \* FOCUSED
- \* FLEXIBLE
- \* EASY TO COMMUNICATE

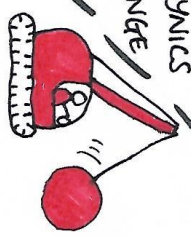


## 4. EMPOWER EMPLOYEES TO TAKE ACTION

STRUCTURE
SKILLS
SYSTEMS
SUPERVISORS



## 5. REMOVE ANY BARRIERS TO ACTION



## 6. GENERATE SHORT-TERM WINS

- \* EVIDENCE THE SACRIFICES ARE WORTH IT
- \* HELPS FINE-TUNE VISION & STRATEGY
- \* BUILDS MOMENTUM
- \* CHALLENGES CYNICS
- \* REWARDS CHANGE AGENTS

SKETCHNOTE BY HANLEY LEWIS NOV'16 @haypsych www.halepsycho.com



# 10 COMMANDMENTS FOR EXECUTING CHANGE

Rosabeth Moss Kanter

CAREFULLY ANALYSE THE ORGANISATION AND ITS NEED FOR CHANGE

CREATE A SHARED VISION AND A COMMON DIRECTION

CLEARLY SEPARATE FROM THE PAST

CREATE A REAL SENSE OF URGENCY

SUPPORT A STRONG LEADER ROLE

LINE UP POLITICAL SPONSORSHIP

CRAFT AN IMPLEMENTATION PLAN

DEVELOP ENABLING STRUCTURES & PROCESSES

COMMUNICATE, INVOLVE PEOPLE AND BE HONEST

REINFORCE AND INSTITUTIONALISE THE CHANGE

sketchnote by Hayley Lewis  
@haypsych dec 2016  
www.halopsychology.com



# Chapter 2

## Know where you're heading... the importance of mission, vision and strategy

“*The essence of strategy is choosing what not to do*”

– Michael Porter

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### Mission and vision and strategy... oh my!

Just as you wouldn't set off on a journey without knowing where you were going, the same goes for change. John Naisbitt once said, *“Strategic plans are worthless unless there is first a strategic vision”*.

Developing, clarifying and agreeing mission, vision and strategy can take time and often time is the thing in short supply. This can result in either short-cuts being taken during the actual implementation of change; or a hurried vision and strategy being cobbled together.

The terms 'vision', 'mission' and 'strategy' can also be confused. This can end up with

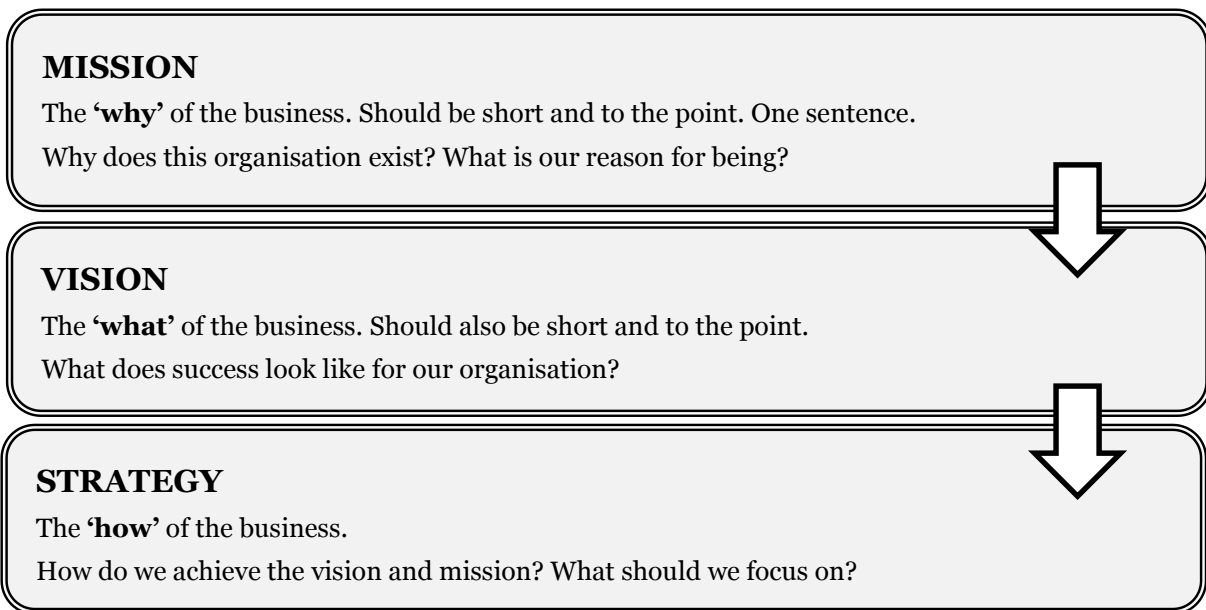
organisations having some but not all three elements. For example, there might be a vision but no mission.

All three elements are needed. They help the organisation perform effectively, and they provide an essential hook for your change programme to hang on.

The diagram at the top of page 17 shows how these three elements should work together.

*“All three elements are needed. They help the organisation perform effectively and they provide an essential hook for your change programme to hang on.”*

**Diagram 1:** *How mission, vision and strategy fit together*



## What do we really mean by strategy?

In 1992, Henry Mintzberg came up with what he termed ‘*The 5 Ps for strategy*’. This is a really simple, elegant overview which can help you determine what exactly your organisational strategy is trying to do.

**Diagram 2:** *The 5 Ps for strategy (Mintzberg)*



## The levers of organisational change

If you lead an organisation (or a team within an organisation), it's important to understand the things that are most likely to impact your company. This information is vital in order to help determine the things to focus on in medium to long term.

In my experience, this diagnostic phase is often underestimated and hurried, with too many assumptions made. In addition, the data can be dispersed, with double analysis leading to double counting which can have major ramifications on financial savings.

**Table 3:** Six most common levers for organisational change

<b>Organisational issues</b>	<b>Strategic issues</b>	<b>Organisational issues</b>
<i>Structure</i>	<i>Customers &amp; markets</i>	<i>Policies &amp; processes</i>
<ul style="list-style-type: none"> <li>•Lack of co-ordination between departments</li> <li>•Poor communication between senior managers</li> <li>•Little to no accountability</li> </ul>	<ul style="list-style-type: none"> <li>•Increased business growth creates stress on organisation</li> <li>•Financial volatility leading to increased cuts</li> <li>•Focus on the outside world at expense of internal operations</li> </ul>	<ul style="list-style-type: none"> <li>•User support process inefficient</li> <li>•Unclear roles and responsibilities, with some duplication</li> <li>•Disconnect between customer service operation and rest of organisation</li> </ul>
<i>People &amp; culture</i>	<i>Products &amp; services</i>	<i>Technology</i>
<ul style="list-style-type: none"> <li>•Little to no focus on employee development</li> <li>•Poor training and limited knowledge sharing</li> <li>•Culture of WIFM (“What’s In It For Me?”)</li> </ul>	<ul style="list-style-type: none"> <li>•Very reactive service development approach</li> <li>•Services &amp; products do not meet customer needs</li> <li>•Little or no future forecasts or market analysis</li> </ul>	<ul style="list-style-type: none"> <li>•Systems unreliable and typically poor performance when available</li> <li>•Core systems do not work effectively</li> <li>•Slow response time for users</li> </ul>

The table above provides a sample tool for organising essential data during any diagnostic phase. This can be useful in providing a simple classification scheme for grouping information together.

The categories in the table are based on three general focus areas for change, namely organisational, operational and strategic. Within each of these areas, there are two specific potential levers for change.

Some illustrative examples are provided. These are by no means finite but simply serve to get you thinking.

## **Prioritising what (not) to do**

Once complete, this categorised data then becomes a point of discussion amongst the leadership team, along with any other key stakeholders. Together, these individuals can prioritise which issues are most important to address first. Priorities are based on the impact of the presenting problems, the expected benefits of resolving the issue, and/or the relative ease of implementation.

Deciding what not to do is as important, if not more so, than deciding what to focus on.

I've seen too many organisations overload themselves with too many projects. This can lead to burnout amongst already frazzled employees.

The four-box model on the next page can help you decide on the things that matter.

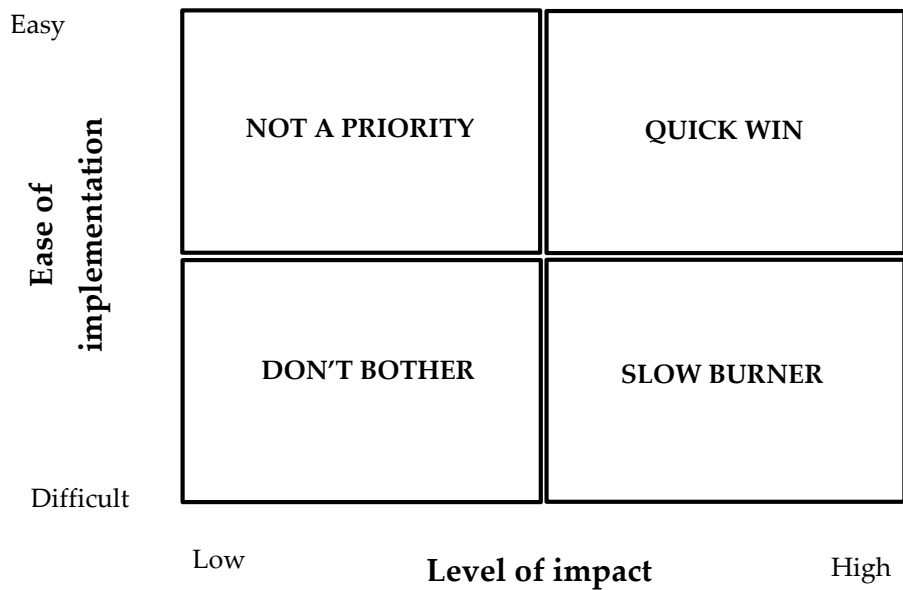
*“Deciding what not to do is as important, if not more so, than deciding what to focus on.”*

You need to be ruthless when using this model!

Those things in the ‘quick-wins’ and the ‘slow burner’ boxes are the projects you should really focus on. These will be the things that help embed your change.

A good approach is to test out your thinking with key colleagues and stakeholders. These should be people who are balanced in their thinking i.e. who don't have a vested interest in a particular project. They should be the people who are constructive when they challenge your thinking.

**Diagram 3:** *Prioritisation matrix*



## Developing the business case for change

You (or someone in the organisation) has collected and analysed lots of data, using it to determine which of the levers to pull to effect change.

You know the kind of strategy you're going to deploy. Now what?

Well, now you need to bring the strategy to life in the context of change.

This means developing the underlying business case for change. This will inform all subsequent action plans, communication and decisions.

To create a compelling business case, you need to answer the following questions:

- Why should we change?
- What will happen to us if we don't change?
- What type and level of investment is required? E.g. time, money, technology etc.
- What is the **specific** change that is needed?
- How much change is needed? Is it all or specific parts of the organisation? Are other organisations affected by our proposed changes?
- What benefits will the change(s) deliver and when by? How will these be monitored?

A good business case will then form the basis of any communication and engagement strategy. A template for a business case is provided in the Appendix.

## **Key points from chapter two**

- 1.** Make sure your organisation has a clear mission, vision and strategy in place before you start your change programme.
- 2.** If you're starting from scratch, then ensure enough time is given to developing the mission, vision and strategy. Where practical, employees should be involved.
- 3.** Know what kind of organisational strategy you're working to; and what kind of change strategy you subsequently need.
- 4.** Take the time to identify the levers for change in your organisation. Having clarity around these is crucial for everything from the business case for change through to communication tactics.
- 5.** Be really clear on what your organisation's priorities are. Part of this is knowing what to stop as well as what to start.
- 6.** A good change programme will have a clear, easy-to-understand business case as its basis. It should be regularly referred to through the duration of your change to make sure you're still doing what was agreed.

# Chapter 3

## Know how you're going to get there... the importance of planning and co-ordinating activities

“*By failing to prepare, you are preparing to fail*”

– Benjamin Franklin

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### Getting the right balance

When a change programme fails, the organisation has to sift through the rubble and reconstruct what went wrong.

The reasons for failure can be many and varied but the one that comes up time and time again is a lack of planning. Or rather that should be a lack of adequate and well thought through planning.

I'm not talking about the multitude of Gantt charts, timetables and colour-coded plans that can spring up during a change initiative.

I'm talking about the work of actually developing and agreeing the plan itself.

An organisational change plan is vital for success. However, balance is needed.

A plan needs to serve not enslave you. A good plan will be one that can easily be adapted as needs and circumstances change.

A systematic approach to building and implementing an organisational change plan is often best. But remember, in lining everything up there is a risk that taking too long can appear indecisive and consequently people will lose interest and motivation.

*“A plan needs to serve not enslave you.”*

## Force field analysis

One of the original and still used models for planning change is the force field analysis, by Kurt Lewin.

Lewin developed this as a way to understand a problematic situation and plan subsequent actions. The steps are as follows:

1. Carefully and completely describing the current condition; then
2. carefully and completely describing the desired condition; then
3. identify forces/factors operating in current condition (forces pushing to/away); then
4. examine forces (strengths, weaknesses etc.); then
5. identify and use best strategies for motivating equilibrium (adding more drivers, removing restraints); then
6. implement action plans leading to desired condition; then
7. fully describe actions needed to stabilise the equilibrium at desired condition; and finally
8. implement actions.

This deliberate step-by-step approach forces you to think carefully about the actions that need to go on your plan. You'll already know what the drivers for change are, through the diagnostic work outlined in the previous chapter.

The force field analysis then takes that a step further and helps you work through the best actions to take at which stage, and for how long those stages might last. It also gets you to think about the things you need to do to stabilise the change(s). It's not about just the actions to get from A to B but also the things you need to do once you get to B.



## **The process decision program approach (PDPA)**

This approach systematically identifies what might go wrong in a plan under development. It can work really well as part of Lewin's force field analysis – particularly steps 3 to 5.

By using this approach, you can either revise the plan to avoid the problems or be ready with the best response when a problem occurs. Countermeasures are developed to prevent or offset those problems.

This approach is great for particularly large and complex change programmes - where often the price of failure is high both financially and reputationally.

**Note:** It should be used before the plan is implemented.

The steps for using PDPA are:

1. Obtain or develop a tree diagram (or mind map) of the proposed plan. This should be a high-level diagram showing the objective, a second level of main activities and a third level of broadly defined tasks to accomplish the main activities.
2. For each task on the third level, brainstorm what could go wrong.
3. Review all the potential problems and eliminate any that are improbable or whose consequences would be insignificant. Show the problems as a fourth level linked to the tasks.
4. For each potential problem, brainstorm possible countermeasures. These might be actions or changes to the plan that would prevent the problem, or actions that would remedy it once it occurred. Show the countermeasures as a fifth level, outlined in clouds or jagged lines.
5. Decide how practical each countermeasure is. Use criteria such as cost, time required, ease of implementation and effectiveness. Mark impractical countermeasures with an X and practical ones with an O.

Here are some questions that will help you to identify potential problems:

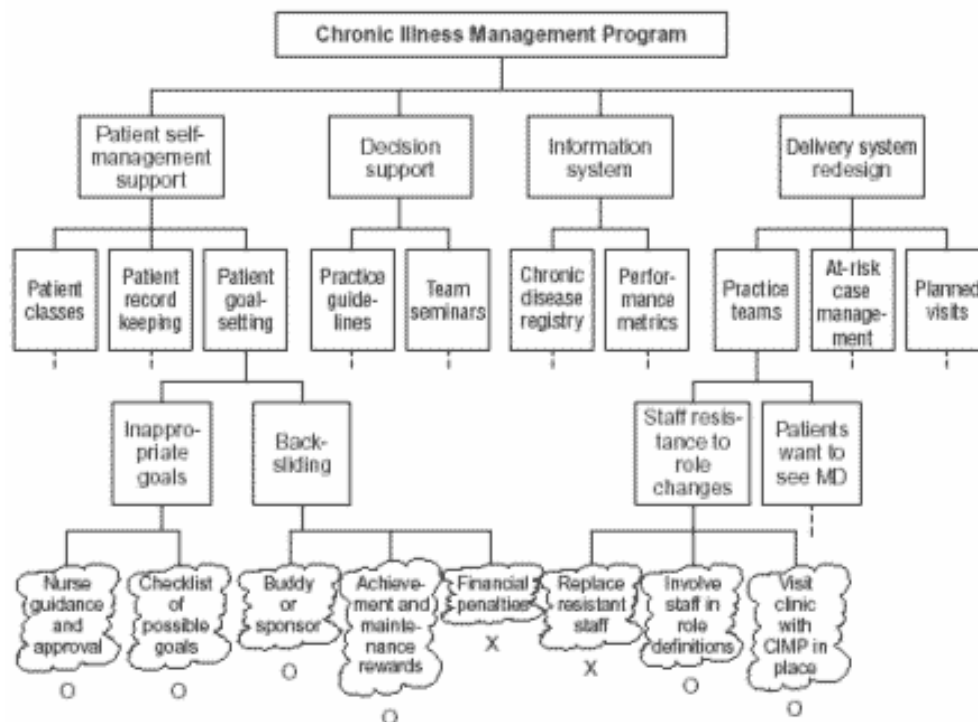
- What inputs must be present? Are there any undesirable inputs linked to the good inputs?
- What outputs are we expecting? Might others happen as well?
- What outcomes do we need to achieve? Are there any accidental outcomes (negative or positive) that might happen as well?
- What is this change supposed to achieve or do? Is there something else that it might do instead or in addition?
- Does this depend on actions, conditions or events? Are these controllable or uncontrollable?
- What things cannot be changed or is inflexible? E.g. timescales for approval by board
- Have we allowed any margin for error?
- What assumptions are we making that could turn out to be wrong?
- Have we spoken to other organisations that have done this already? What did we learn from them?
- What has been our experience in similar situations in the past?
- How is this different from before?
- If we wanted this to fail, how could we accomplish that?

Here is an example of the PDPA in action:

*A health trust is planning to improve the care of patients with chronic illnesses such as diabetes and asthma through a new chronic illness management program (CIMP). They have defined four main elements and, for each of these elements, key components. The information is laid out in the process decision program chart on the next page.*

*Dotted lines represent sections of the chart that have been omitted. Only some of the potential problems and countermeasures identified by the planning team are shown on this chart.*

**Diagram 4:** Example of a process decision program chart



For example, one of the possible problems with patients’ goal-setting is backsliding. The team liked the idea of each patient having a buddy or sponsor and will add that to the program design.

Other areas of the chart helped them plan better rollout, such as arranging for all staff to visit a clinic with a CIMP program in place. Still other areas allowed them to plan in advance for problems, such as training the CIMP nurses how to counsel patients who choose inappropriate goals.

### **Planning for every (well nearly) eventuality**

A big part of your planning should focus on what to do if (or rather when) things go wrong. The bigger the organization and bigger the change initiative, the more likely it is that something goes wrong. It could be the ‘go live’ of a new IT system fails; or a key person with a lot of important knowledge ups and leaves.

As we saw in the section about PDPA’s, taking the time to brainstorm the many and varied things that could go wrong, and the things you can do to mitigate is key.

If the PDPA doesn't suit you, other organisations take the approach of having a 'risk log'. You might already be familiar with this, particularly if you are trained in PRINCE2 or some other project management approach. If you aren't aware of what a risk log is, then here is a step-by-step approach to developing one.

If you have a team supporting you then you should carry out this exercise with them. And if you're a lone change manager (yes, it happens), then gather a group of people who have some kind of stake in the change process and who will be helping to implement it in some form. I'd suggest no more than 12 people in the room – any more than that and it becomes decision making by democracy at best; going round and round in circles and not getting anywhere, at worst!

- ❑ **Step 1:** List out all the possible things that could go wrong. If it's a big change initiative, then you might want to use the various strands as your starting point. E.g. if you're running a culture change programme with themes covering leadership, employee engagement, terms and conditions etc. then you can list all the possible risks against each theme.
- ❑ **Step 2:** Against each individual risk, agree the likelihood of that risk happening. Table four on page 28 provides an assessment tool with levels of risk, with numerical values against each level.
- ❑ **Step 3:** Against each individual risk, agree the impact if the risk were to take place.
- ❑ **Step 4:** Multiply your likelihood level by your impact level to get the overall level of risk. E.g. 'Staff go on strike' could be a risk for a proposed change to terms and conditions. The level of likelihood is 'possible' (3) and impact is 'major' (4). This gives an overall risk score of 12, making this a high risk.
- ❑ **Step 5:** Rank order your risks based on the overall scores, with extreme risks first through to low risks. Against each individual risk item, come up with ideas and plans for how you'll (a) mitigate against those risks happening at all and (b) what you'll do in the event they do happen.

Your risk plan should not be a static document. Once in place, you'll need to review it at regular points, ideally with other people. As the change moves on, some risks will naturally become defunct, whilst new ones will emerge.

**Table 4:** Risk assessment calculator

Likelihood of risk happening	Impact if risk actually happens				
	Insignificant (=1)	Minor (=2)	Moderate (=3)	Major (=4)	Severe (=5)
Almost certain (=5)	Medium risk 1x5 = 5	High risk 2x5 = 10	High risk 3x5 = 15	Extreme risk 4x5 = 20	Extreme risk 5x5 = 25
Likely (=4)	Medium risk 1x4 = 4	Medium risk 2x4 = 8	High risk 3x4 = 12	High risk 4x4 = 16	Extreme risk 5x4 = 20
Possible (=3)	Low risk 1x3 = 3	Medium risk 2x3 = 6	Medium risk 3x3 = 9	High risk 4x3 = 12	High risk 5x3 = 15
Unlikely (=2)	Low risk 1x2 = 2	Medium risk 2x2 = 4	Medium risk 3x2 = 6	Medium risk 4x2 = 8	High risk 5x2 = 10
Extremely unlikely (=1)	Low risk 1x1 = 1	Low risk 2x1 = 2	Low risk 3x1 = 3	Medium risk 4x1 = 4	Medium risk 5x1 = 5

## Key points from chapter three

1. One of the most common reasons for failure of a change project or programme is inadequate planning.
2. A good plan is one that has enough detail but can also respond to changing circumstances. Flexibility is key.
3. Thinking about the actions that need to happen once the change is implemented is just as important. It's not just about getting from A to B but ensuring that everyone stays in B when you get there!
4. A big part of your implementation plan will be about managing risk. There are different tools you can use, such as PDPA or a straightforward risk analysis. Find the approach that works for your organisation.
5. Work with other people when building your implementation plan and your risk plan. Don't develop the plans on your own as that's just one point of view. In the event you do pull everything together yourself, invite others to critique and feedback.

# Chapter 4

## Get buy-in... the importance of identifying and managing your stakeholders

“Example is not the main thing in influencing others, it’s the only thing”

– Albert Schweitzer

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### The different wants and needs of...well... everyone

If not sold properly, change can lead to huge morale problems. It can come across as “What took place before now = A waste of time”.

Winning support for the change is the bit that tends to be missed out in most change initiatives and hence, why they fail.

When this happens it’s because either not enough time was spent on communicating

*“During change – at the beginning, definitely during, and even once implementation has happened – you’ll see all sorts of interesting politics and power at play.”*

a compelling case, **or there was an assumption that everyone would just get on board.** It’s the bit in bold that we’ll explore in this section.

In a 2008 interview, Professor Michael Jarrett, adjunct professor at London Business School, said, “Stakeholders are those individuals and groups (**with different and sometimes competing needs and wants**) who depend on the organisation to fulfil their goals and on whom, in turn, the organisation depends”.

I added the bit highlighted in brackets as I think this is a really important point.

During change – at the beginning, definitely during, and even once implementation has happened – you’ll see all sorts of interesting politics and power at play.

Identifying who you need to work with and how is critical. This is known as stakeholder mapping and will play a big part of your ability to influence people during change.

There are number of ways to get people on board. My sketchnote on page 31 gives an overview of Robert Cialdini's book on influence (see reference section for more detail). This should help you think about ways to approach different stakeholders.

## **Stakeholder mapping**

Stakeholder mapping identifies key stakeholders, their expectations, power basis and their inter-relationships. It helps you to establish political (and if you work in government, **Political**) priorities in managing through the process of change.

For change to succeed, taking the time to really think about all the key players involved in or affected by the change is crucial. I've seen change programmes fail because nowhere near enough time was spent on this activity. Or assumptions were made.

What's enough time, you ask?

I'd suggest at least half a day for a change programme of six to 12 months; and one full day for a change programme of 12 months or more.

And please don't do the mapping on your own.

As your stakeholder map and subsequent strategy will be based on just one person's perspective. This is also where I've seen stakeholder management strategies fail.



## SCARCITY

- When things become **less available**, they become **more desirable**
- Strong **social aspect**... if we think others are getting something and we might **lose out**
- Also linked to **status** "keeping up with the Jones's"

## RECIPROCATION



- People have a tendency to **return a favour**
- Induces an underlying sense of **obligation**
- Key is that what is given is **valued & person feels willing to do something in return**

## LIKING



- People tend to be more **easily persuaded** by someone they like
- Similarity & praise** can increase liking
- Building **trust** is key - do this by being **genuine**

## SOCIAL PROOF

- People more likely to do things they **see others** doing
- Related to our need to **belong**, to be **respected** & avoid being **ostracized**
- We are more likely to **conform** if we are **uncertain**
- [CAUTION: Bystander effect!]



## COMMITMENT & CONSISTENCY

- People tend to need to align what they **do & promise** with their **beliefs & values**
- If people commit **verbally** or in **writing** then they are more likely to have **commitment**
- Important is people **feel** they had **free choice** and weren't forced!



## AUTHORITY



- People tend to **obey authority figures**
- Crucial element is that the person **accepts** the role & authority of the figure or organisation.
- Two types: **command** authority ("obey me"); and **expert** authority ("believe me")



## Mapping by power and interest

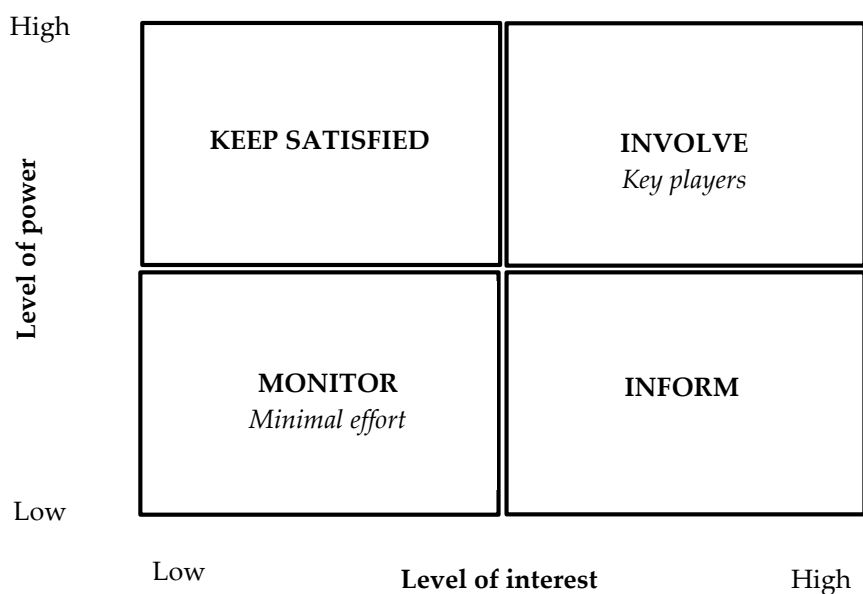
The four-box model below is a useful way to map your various stakeholders. I've also used a 'Power-Influence' model but always come back to this one as influence tends to go hand-in-hand with power in most instances anyway.

*Power* is the extent to which individuals or groups are able to persuade, induce or coerce others into following a certain course of action. They can do this through:

- Their status
- Their access to and/or control of resources
- Their level of expertise, knowledge, skills
- Their access to and/or control of information
- Their control of processes

*Interest* is the extent to which individuals or groups are able to impress their expectations on the organisation's goals. Your stakeholders are the influencers on how and when change happens.

**Diagram 5:** *Power-Interest stakeholder matrix*



## Mapping your relationships:

- Brainstorm and list all of the key players/ stakeholders. Then answer the following questions for each identified stakeholder (individuals and groups):
  - What's their particular interest in this change?
  - What's their specific role in relation to this change?
  - What do they need (and from whom)?
  - How do they relate to each other? (This is your big opportunity to identify the 'super connectors', those who will play a big part in your communication and engagement strategy!)

When managing lots of stakeholders and interests, good questions to ask are:

- Who will the changes affect most? Why and how will it affect them the most?
- **Will changes 'reposition' any stakeholders over time?**
- Who are likely to be your allies and where is there scope for you to leverage their help?
- Who are the blockers? Why are they? How does/will this manifest itself?
- Who are the main influencers and connectors in a stakeholder group? (These are crucial people for you to pinpoint when communicating and engaging with groups).
- What might you need to 'offer' to an individual or group in order to move the change on?

The highlighted bullet point is a really important point.

Your stakeholder map should not be a static document. You'll need to review it regularly, I'd suggest monthly, to check if any stakeholders have moved. This will then impact on your communication and engagement tactics for that particular individual or group.

## Stakeholders – power, politics and change

Key is to use a collaborative approach involves as many stakeholders as practical in the change management process.

Remember that during change, performance tends to get worse before an improvement is seen. Reassure stakeholders that this is natural. With their patience, commitment and role-modelling things will get better.

David Nadler recognised that instability, uncertainty and stress are at their highest in the middle of change. If left unchecked, these can lead to power struggles, increased anxiety and bids for control. His 12 action steps are crucial to good stakeholder management. See my sketchnote summary on page 36 for an overview of the steps.

*“At the heart of any successful change is the genuine desire to share power and empower others to implement the change with you.”*

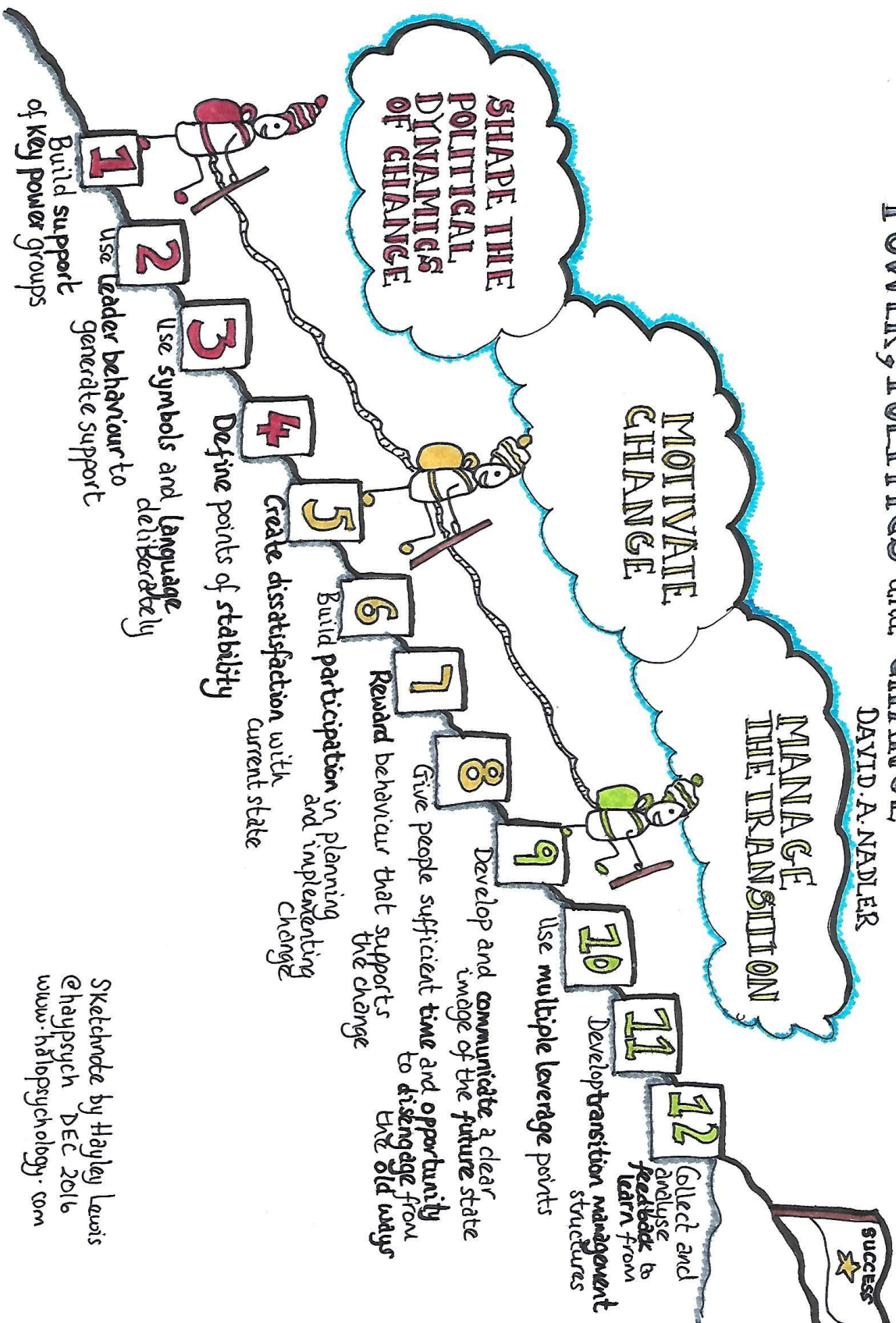
At the heart of any successful change is the genuine desire to share power and empower others to implement the change with you. Seek out people who are interested in and enthusiastic about making changes to working practices to champion the organisational change.

## **Key points from chapter four**

- 1.** Change tends to fail when the assumption is made that everyone will simply get on board or when inadequate time is spent on thinking about and mapping stakeholders.
- 2.** Don't treat everyone as a homogenous group. Different individuals and groups will have different wants and needs. You need to map these out in order to be able to respond appropriately.
- 3.** It takes time to develop a useful, working stakeholder map. Allow around half a day for change initiatives taking up to six months to deliver; and a day for anything longer than that.
- 4.** Stakeholder maps shouldn't be static documents. They need to be monitored, reviewed and updated regularly. Once a month is ideal.
- 5.** Involve others in building your stakeholder map. Don't make the mistake of doing it on your own. Other colleagues will have useful insight into different stakeholders and how to influence them.

# POWER, POLITICS and CHANGE

DAVID A. NADLER



Sketchnote by Hayley Lewis  
 @haypsych DEC 2016  
 www.halopsychology.com

# Chapter 5

## Communicate and engage... the importance of informing and involving people

“*The single biggest problem in communication is the illusion it has taken place*”

– George Bernard Shaw

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### Employee engagement 101

So, you've mapped all of your stakeholders. Now it's time to develop your communication and engagement strategy.

As a former head of communication and engagement, I'm really keen to emphasise the engagement bit. All too often people in an organisation will refer to 'comms', as in *“the head of comms will put a message out”* or *“let's just get some comms out”*.

Communication and engagement are two halves of the same coin. Ignore either one at your peril!

Like the song goes, *“Love and marriage, goes together like a horse and carriage... you can't have one without the other”*. The same is true for communication and

*“Communication and engagement are two halves of the same coin. Ignore either one at your peril!”*

engagement... if you want your change to succeed.

Type the term 'employee engagement' in to Google and you get 9,720,000 results. That's a lot of people talking about it.

Clearly there's big business in employee engagement. Talking about it. Writing about it. Helping organisations to do it.

So, why is it that so many organisations and leaders struggle to do it effectively? Particularly when we know that engaged employees are more committed to their organisation and what it's trying to do.

Committed employees tend to be more constructive and productive. They are more likely to accept responsibility and accountability – using their initiative, come up with ideas and take action.

Who wouldn't want that?

But it takes effort on behalf of organisational leadership and people like you, who are managing change.

When engagement and communication work in harmony you'll start to see employees become empowered. This can only happen when your communication and engagement strategy aims at both hearts and minds.

## **Five approaches that work**

Here are five approaches I've found work really well.

- 1. Face-to-face is best:** Nothing and I mean nothing beats good old human connection or as Edwin Starr once sang, "*Eye to eye contact*".

I've observed the positive effect of leaders meeting face-to-face with their staff dozens of times - as long as (a) they are taking up most or all of the air time and (b) they actually listen.

No matter how busy your leadership team are, you need to convince them to carve out time in their diaries to meet with staff. If you're managing change in a multi-national organisation, with thousands of people then that's going to be a bit of an ask but that's where technology and social media come in to play. I've worked on a culture change programme that engaged with staff in offices around the world, using technology. There are no excuses.

For example, why not have a Facebook live event via a private page? That way you also get real-time feedback on the discussion.

- 2. Involve 'real' people:** By that, I mean pull together a focus group of opinionated, constructive grass-roots staff. People who you can test out key messages and engagement ideas with. Likewise, they can provide you with some ideas for better ways of engaging with their colleagues.

One departmental director I supported with a change programme at the BBC did this incredibly well. Interestingly, this particular director's restructure and change programme was well supported by the various unions and even during the changes, staff morale remained amongst the highest in the organisation. The changes were also implemented either ahead of or on time, meeting all the required financial targets.

- 3. Less is often more:** If there is one thing I'd love more organisational leaders to do differently it would be to avoid sending out the corporate missive outlining whatever it is they're intending to 'engage' staff about.

Corporate jargon is a no-no. Your staff will only use it to play 'bullshit bingo'. Believe me, I've seen many teams over the years do exactly this.

Also, avoid anything over 20 pages (seriously - yes, I have seen that). In fact, anything more than a few pages will probably be ignored. Work with (not against) your communication and engagement team to help you distil things down into the relevant information that will be of interest to your employees (and what will be of interest to them, will most likely be different to what interests your board).

- 4. Understand and respect differences:** Tools like the Myers-Briggs Type Indicator (MBTI) can show us that different people like to receive information in different ways<sup>1</sup>. I've helped leaders use this understanding to develop engagement strategies that work.

You need to deploy a range of tactics encompassing big picture through to minute detail; the end game through to the step-by-step timetable; the logic of why things are happening as well as demonstrate empathy and compassion for people affected; use a range of communication styles, verbal through to written, large group through to individual meetings.

Underpinning all of this is having a good enough understanding of your own preferences. I've seen a number of change practitioners, chief execs and directors fall

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<sup>1</sup> I know there are a number of other organisational psychologists who are against MBTI. I get that and respect their point of view. However, I've really found it useful if only to get me and others to think about and appreciate the different ways to communicate and engage with people during change.



in to the trap of engaging and communicating with staff in the way that **they** like to be engaged with. This requires you to dig deep and put aside your own preferences, no matter how uncomfortable it might be. For example, if you don't like talking with large groups of people well, I'm sorry but that's tough. Someone needs to do it and that person is probably you.

- 5. Request regular feedback and communicate progress:** I've seen a lot of the latter. Corporate missives, emails, memos - all broadcasting. That type of communication is only going to support the change programme if it reflects how employees are feeling about the change programme and picks up their stories of change.

This is why installing a feedback system (or systems) is so crucial and then more importantly, **doing something with the feedback!**

There's nothing worse than being asked to give your time to answer some questions, share your thoughts etc. only to never hear what's changed or happened on the back of you doing this.

Feedback can be formal - such as monthly feedback to a designated director, facilitated discussions with the change programme team or short online surveys; through to informal with team managers asking staff how they feel about the change programme and then taking the time to feed this back to the relevant people.



*“When your feedback mechanisms work out of kilter with the communication strategy, your change programme is likely to hit a brick wall.”*

When your feedback mechanisms work out of kilter with the communication strategy, your change programme is likely to hit a brick wall.

A change communications strategy must outline clearly what, when and how you're going to get feedback on how things are going. Feedback and communication need to work in tandem and should really be sitting with the same person or team. That way, changes can be made and communicated that bit faster.

## Characteristics of effective engagement

The list below is by no means exhaustive. However, it should hopefully work as a checklist for you when you're designing and delivering engagement activity.

- The invitation to engage is **genuine**
- The problem must be worth the person's **time and effort**
- The '**contract**' is clear, i.e. don't say you want the participants to make decisions when all you really want is their ideas
- Individuals must have the **necessary skills and knowledge** to engage effectively
- Leaders must really want to engage** and not simply indulge in it, treating it as a tick box exercise. (Your employees will see through it. Trust me!)
- Feedback** on how their engagement has made a difference, e.g. A change to the timetable for part of the proposed change following helpful information from a group of employees.

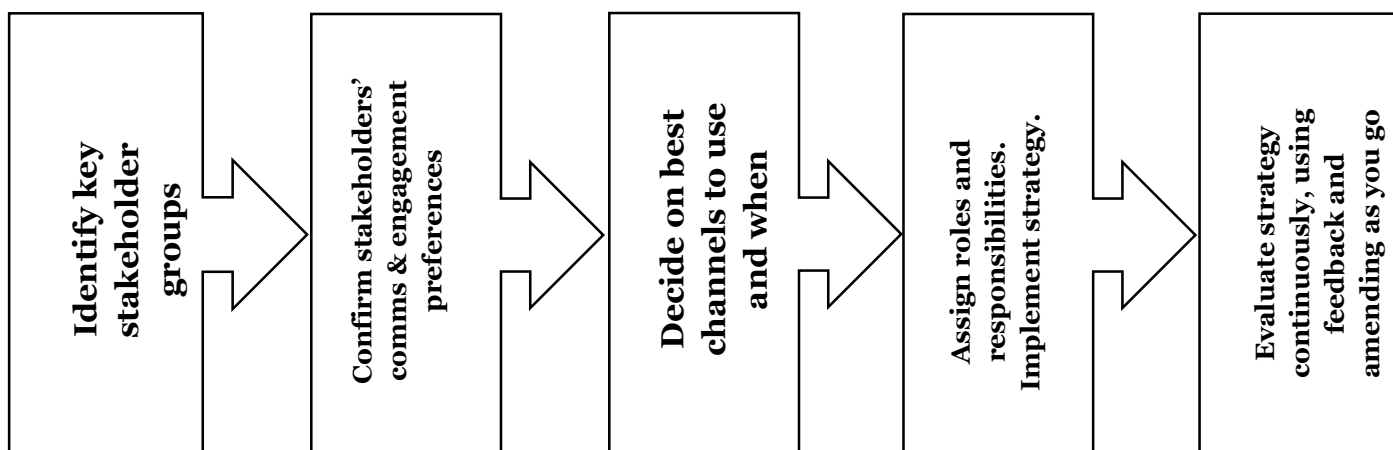
## A step-by-step approach to building your strategy

Designing an effective change communication and engagement strategy typically involves the steps shown at the top of page 42. A comms and engagement strategy really needn't be over-complicated nor overly long. The plan that supports the strategy should be detailed but the strategy and key tactics really needn't be unwieldy.

The table also on page 42 outlines the high level plan I developed when rolling out a new performance appraisal system. This was a big change for the organisation concerned as the previous system had been in place for nearly 15 years.

This was something that affected each and every person in the organisation. As you can imagine, the stakeholder map was significant!

**Diagram 6:** High-level steps for building your communication and engagement strategy



**Table 5:** Example of one-page high-level communication and engagement strategy

Step	Scope	Objectives	Channels
<b>Building awareness</b>  <i>“This is what’s happening”</i>	Whole-organisation	<ul style="list-style-type: none"> <li>•Link change to mission, vision and strategy</li> <li>•Relate change to and reaffirm organisational values</li> <li>•Set out specific information regarding change process</li> <li>•Make clear the leadership support for change</li> </ul>	<ul style="list-style-type: none"> <li>•Email from chief executive</li> <li>•Special edition of staff magazine, with interviews with trade union reps</li> <li>•Manager briefings face-to-face</li> <li>•Staff network face-to-face session</li> <li>•Launch of dedicated section on intranet incl FAQ updated daily</li> </ul>
<b>Programme (or project) status</b>  <i>“This is where we are going”</i>	Department specific	<ul style="list-style-type: none"> <li>•Demonstrate senior manager commitment to the change</li> <li>•Make explicit any manager and employee issues there may be with the change</li> <li>•Set out the bigger picture and intended impact of the change</li> </ul>	<ul style="list-style-type: none"> <li>•Email from departmental director</li> <li>•Briefing packs for managers to use in team meetings</li> <li>•Article in departmental newsletter</li> </ul>
<b>Rollout</b>  <i>“This is what this change specifically means to you”</i>	Team specific	<ul style="list-style-type: none"> <li>•Continue to confirm senior support in top-line messages that go out to units</li> <li>•Clearly set out how it will affect each person and team</li> <li>•Set out the new skills needed and any training/development that will be provided</li> </ul>	<ul style="list-style-type: none"> <li>•Email from head of service</li> <li>•Attending specific team meetings (those to ‘involve’)</li> <li>•Promote training &amp; development programme via intranet and team briefings</li> </ul>
<b>Follow-up</b>  <i>“This is how we will all make it work”</i>	Whole-org	<ul style="list-style-type: none"> <li>•As above in ‘rollout’</li> <li>•Demonstrate manager and employee concerns have been listened to by setting out actions to mitigate (feedback loop)</li> </ul>	<ul style="list-style-type: none"> <li>•Email from chief exec outlining key changes made following feedback</li> <li>•Intranet section showing timeline of changes made following feedback</li> </ul>

When communicating, it's important to remember one size doesn't fit all. I've seen too much reliance on the mode of communication that a leader prefers, with little regard for whether or not this will resonate with their employees!

A checklist to use as a reminder of different communication and engagement preferences is provided in the appendix, along with an example template for a high-level strategy document.

## **Key points from chapter five**

- 1.** Well-engaged employees tend to be committed and therefore, more constructive and productive. They are more likely to accept responsibility and accountability – using their initiative, come up with ideas and take action.
- 2.** Spending adequate time on quality engagement activity is an important factor in change succeeding. It is not the same as simply pumping information out via email, memos or noticeboards.
- 3.** Take the time to understand how different people like to receive information and be engaged with. Don't fall in to the trap of using approaches that you prefer.
- 4.** Put in place a feedback loop – information and questions in (from stakeholders), information and updates out (from you and your team). Don't allow people's feedback to go unanswered as this can see people quickly switch off and become cynical.
- 5.** Use language, imagery and stories that means something to the average employee. Avoid corporate jargon. Whilst this might excite and mean something to the board, it's unlikely to get people at grass roots level excited.

# Chapter six

## Find your way through the fog... managing the transition from old to new

“Honor the space between no longer and not yet”

– Nancy Levin

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### Managing transitions in a nutshell

One of my favourite change texts, and my constant go-to, is ‘Managing transitions’ by William Bridges (see my sketchnote summary on page 45). I’ve advocated this book to lots of change practitioners over the years, as well as my Masters students.

I think if there’s one book on managing change you should invest in then it should be this one. That’s if you don’t have it already, of course!

Bridges identifies three phases during change, namely:

- **Phase one (Ending and letting go):** This is when the ship leaves the harbour and where people need to let go of the old ways of doing things. This is inextricably linked with peoples’ identities and as such, can lead to a keen sense of loss amongst some. Your job during this phase is to help people overcome this sense of loss.

- **Phase two (The neutral zone):** This is the messy bit. The ‘greyiness’ I often talk about with colleagues and students. Ambiguity and feelings of discomfort are rife here. It’s the place where new ways of thinking and doing start to emerge. It’s also a place where people can go ‘overboard’ and you can lose your best talent if you aren’t keeping them regularly updated on progress.

- **Phase three (The new beginning):** This is where people come ashore with hope and optimism. New identities emerge; and there is a renewed energy and sense of purpose. All of this combines to help embed the changes and bring them to life.

# MANAGING TRANSITIONS:

making the most of change  
 WILLIAM BRIDGES

## 1. ENDING, LETTING GO

Help people deal with their loss by...

- Identifying who is losing what
- Accepting the reality & importance of people's losses
- Acknowledging losses openly & sympathetically
- Expecting & accepting signs of grieving
- Giving people info and keeping so clearly defining what's over & what isn't
- Treating the past with respect
- Marking the ending
- Showing how ending ensures continuity of what really matters

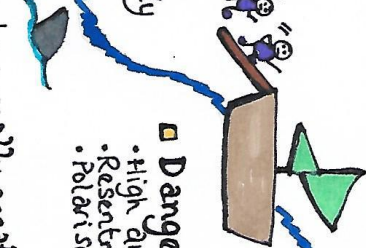


- Set short-term goals & temporary systems in neutral zone
- Strengthen connections between different groups
- Establish a Transition Monitoring Team (TMT)
- Communication is key... metaphors are particularly useful in this stage

## 2. NEUTRAL ZONE

Critical psychological realignment & reprogramming happens here...

- Danger signs to look for:
  - High anxiety
  - Low motivation
  - Resentment
  - Self-interest
  - Polarised thinking
- Can be a really creative time
- Provide training in techniques of innovation & discovery
- Encourage experimentation
- Embrace losses, setbacks & failures as entry points to new solutions
- Resist need to push for closure too early



- Timing of launch of new world is crucial. Key is... Clearly explaining PURPOSE brings it to life
- PLAN and outline the steps & schedule of what will happen to who and when
- Clearly define the ways people can contribute and PARTICIPATE
- REINFORCE THE NEW BEGINNING BY:
  - Being consistent
  - Ensuring quick successes
  - Symbolising the new identity
  - Celebrating the success that the new era is here



## 3. THE NEW BEGINNING

A time for new identities, new energy & a new sense of purpose to make change begin to work

- Clearly explaining PURPOSE brings it to life
- PLAN and outline the steps & schedule of what will happen to who and when
- Clearly define the ways people can contribute and PARTICIPATE
- REINFORCE THE NEW BEGINNING BY:
  - Being consistent
  - Ensuring quick successes
  - Symbolising the new identity
  - Celebrating the success that the new era is here



## Why managing transition is so important

It was Heraclitus who said, *"Nothing is permanent except change"* and that was 2,500 years ago!

But it seems to me that even in 2,500 years, lots of people still struggle with managing change - whether that's the chief executive of a large organisation, or a

*"It's the transition phase where people can feel lost, displaced and fed up."*

junior member of a team, or a customer who doesn't want to go from analogue to digital ways of contacting a company.

If change is implemented too quickly then there is the danger that people simply don't feel part of the future. As well as this, in order to maintain morale, there is a need to show respect for and acknowledge the past.

It's the transition phase where people can feel lost, displaced and fed up.

Here are some ways to keep people motivated during the transition period of change:

### **1. Understand that everyone is different...one size does not fit all**

I still see sheep dip approaches to motivation applied by too many leaders and change managers. If you manage a team, your job is to take the time to understand what each person in your team likes and doesn't like. This includes how they prefer to be told what's going on.

This has come up in sessions with coaching clients in the past - where they expect their staff to adapt to their style of leadership. It doesn't quite work like that, I'm afraid. You need to adapt to them and all their quirks.

### **2. Use different communication methods**

Yes, we're back to communication again.

Continuing from the previous bit of advice, recognise that different people prefer different levels of detail delivered in different ways.

Part of this relies on you recognising your own preferences. So, if you tend to rely on email, then push yourself out of your comfort zone and do more face to face

communicating. That also means face-to-face on a team and individual one-to-one basis. There will be some members of the team who have questions or points to make but might not feel comfortable doing so in front of their team mates.

And remember, you can't communicate too much.

Avoid the trap of not saying anything when nothing much has happened. Know the phrase, "Nature abhors a vacuum"? Well, never is this truer than when there is radio silence from leadership. If nothing has happened or there is no new news, you need to tell people that - rather than assuming they'll simply know. They won't.

### **3. Block out time for team building activity during change**

I go in to some detail, in chapter eight, on the importance of team building once change has happened. However, team-related activities still need to happen during the transition period itself. Why? Because your organisation still needs to continue delivering whatever services it delivers to its customers. To do this well requires people who are motivated (albeit to varying degrees).

I've seen lots of leaders put this kind of thing on hold during change, under the mistaken belief that it's better to wait until things have settled down before doing "this team stuff".

Wrong!

If ever there was a more important time to spend time focusing on goals, performance and how you all work together, it's during change. If you're part of a change programme that's going to impact the team for a substantial amount of time (i.e. six months or more) then you should really be blocking out team building sessions every two months during this time.

An example of an agenda would include a look back on achievements in the past quarter (with recognition for individuals), a look forward at goals and priorities for the coming 2-3 months, and then an exploration of a topic that builds skills around handling change such as personal resilience.

*“If ever there was a more important time to spend time focusing on goals, performance and how you all work together, it’s during change.”*



#### **4. Know who your influencers are**

Who are the people in your team who others listen to? Who wields a level of influence, even if they don't necessarily have positional power? If you know who they are, great. If not, you need to find out as soon as possible.

In my experience, these individuals can be the difference between change being a success and firmly embedding, or not (and in some instances, undermining any change and demotivating the rest of the team). Find out who they are and work with them.

One approach I've seen work countless times is the setting up of a working group to help implement changes in a team. Making your influencers part of any working group and giving them key roles, such as giving feedback on your communications before they go out to the wider team, can be a great way to get them on board.

#### **5. Recognise that not everyone will be a cheerleader and that's okay**

Another trap I've seen many leaders fall in to is the expectation that everyone (and I mean everyone) in their team must 100% be on board with the change. This is unrealistic and dangerous.

Challenge is good.

Challenge can help improve change plans for the better.

Expecting everyone to be on board at the same time to the same degree is a fast track to demotivating a team. People will feel like you're not respecting or listening to their views - some of which may be extremely valid.

Creating a blog as a way of capturing comments, concerns and ideas is one way I've

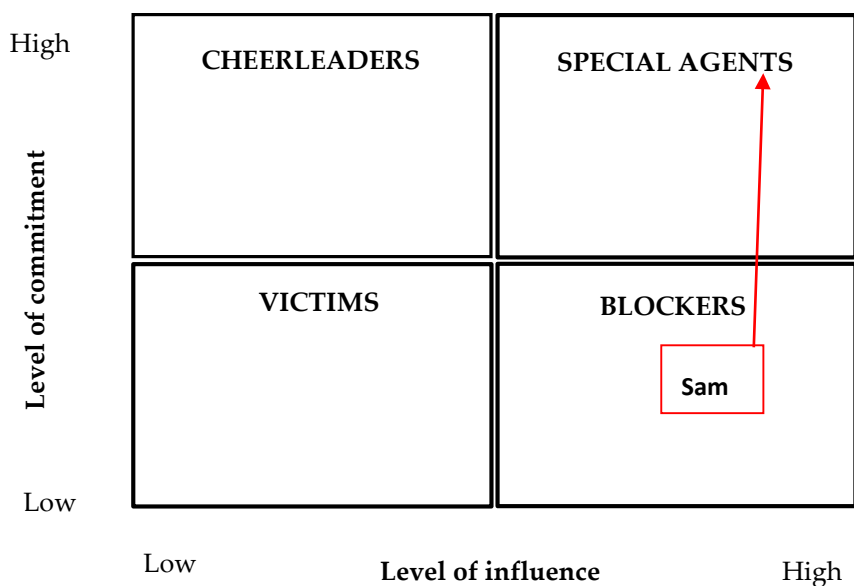
*“Creating a blog as a way of capturing comments, concerns and ideas is one way I've seen leaders effectively learn about and embrace different views during change.”*

seen leaders effectively learn about and embrace different views during change. It's also an opportunity to capture in one place your responses to your staff. This has the added bonus of showing a large number of people that you respect different views, and where an idea around the change can't be taken on board and the reasons why.

Motivating a team, particularly a large one, can be tough enough when things are okay. Multiply it by 1000 during times of change. You'll need to put even more effort in to keep your team motivated. Do this and not only will performance remain high but you're more likely to keep your most talented people too. Surely that makes the effort worth it?

The diagram below will help you map out where your team and other stakeholders are.

**Diagram 7:** *Commitment-Influence matrix*



By plotting where you think people are now and where you need them to be, you can then work out the tactics to use to move them during the transition phase.

### **Baby steps and quick wins**

A great example of baby steps and quick wins is the NHS Couch to 5K programme. It gradually builds you up to your desired change - i.e. being fit enough to run continuously for around 30 minutes.

In an organisational change programme, without those baby steps, employees are lost and overwhelmed before you've begun. Saving £20 million by the end of the year is far too big a goal for your average person and not particularly motivating.

This is where Edwin Locke's 'Goal setting theory' (1968) comes in. This is another really useful psychological theory which has practical use.

Goal-setting theory showed that setting really clear, achievable, understandable goals with clear feedback at appropriate points is more likely to deliver the required performance. In other words, this helps people see how they fit in to the bigger scheme of things and perform to the levels expected to help achieve change.

Breaking the overarching aim it down into something achievable and that resonates at an individual level is key. It is motivational.

So, if the goal of the organisation is to save £5 million a year for the next five years, then what does that mean for the individual? How do they contribute to that on a monthly and annual basis? For example, do they need to increase the number of sales they make incrementally by £500 per month? In other words, the overall organisational goal needs to be translated into an overall individual goal, which then gets broken down again into steps - ideally of monthly targets. And going back to the first factor, with achievements being reinforced through acknowledgement and reward at key points.

## **Key points from chapter six**

- 1.** In his book, 'Managing Transitions', William Bridges identifies three phases of change – Letting go (of the old); the neutral zone (transition phase); and the new world. The transition phase is where most time and effort needs to be spent.
- 2.** Getting the right people involved in the transition phase can make the difference. Find your influencers, whether that's a staff rep or a respected team leader, and get them involved in a working group to test out key messages.
- 3.** Break the transition phase down in to baby steps and highlight what a win would look like at key phases. Use these as update points to keep momentum going and as a way of slowly but surely quelling critics.
- 4.** Managers leading a team through change should continue to have team sessions focused on performance, goal setting and motivation. Don't put this on hold till the change has been made.

# Chapter seven

## Resistance to change... the signs to spot and how to manage

“Change is never painful, only the resistance to change is painful”

- Buddha

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### The psychological contract

The psychological contract is the *relationship between an organisation (the employer) and its people (the employees)*, and concerns the expectations each has of the other. The employer expects work to be done and services to be delivered to a set standard and in return, the employee can expect to be paid, receive development and other benefits.

Your change programme may affect employees' terms and conditions, as well as less tangible benefits, and as such affects the original psychological contract they had

*“Recognising that people are more than their jobs and more than the organisation they work for is crucial if you you're going to successfully navigate through resistance.”*

with the organisation. The change may also have a knock-on effect on people's lives outside of work, such as the ability to afford childcare.

It is often the latter that fuels anxiety and subsequently, is the thing that lights the touch paper of resistance.

Recognising that people are more than their jobs and more than the organisation they work for is crucial if you're going to successfully navigate through resistance.

Organisational change affects people in different and sometimes significant ways. For some, your change will signify the end of their world. For others, it brings new

possibilities and new beginnings. Think about that colleague who jumped at the opportunity to take redundancy to go and do what they've always wanted to!

Change creates turbulence and uncertainty and people will react strongly and unpredictably. This will be even more so if they believe they have little to no control over the events taking place (see Julian Rotter's 1966 work on locus of control).

## **Cognitive dissonance**

It's important to recognise that organisational change can only be achieved through people and therefore, your approach must address their emotional needs. And you must recognise and address your own.

If you are an internal consultant then you are more likely to grapple with contradictory thoughts and feelings. Certainly, this has been my experience as an internal practitioner.

Leon Festinger's work on cognitive dissonance explains why this happens.

Whenever we simultaneously hold two cognitions which are psychologically inconsistent we experience dissonance, which can lead to stress. This is a state of 'psychological discomfort or tension', which motivates us to reduce it by achieving consonance such as through attitude change.

For example, you might be under pressure from your boss to 'get rid of' certain employees during an organisational restructure you're leading. You understand the need to restructure in order to save money and are dedicated to this mission (cognition one) but you want to make decisions fairly and not use it as an opportunity to exit people whose 'face doesn't fit' (cognition two).

Ways you can resolve this dissonance include:

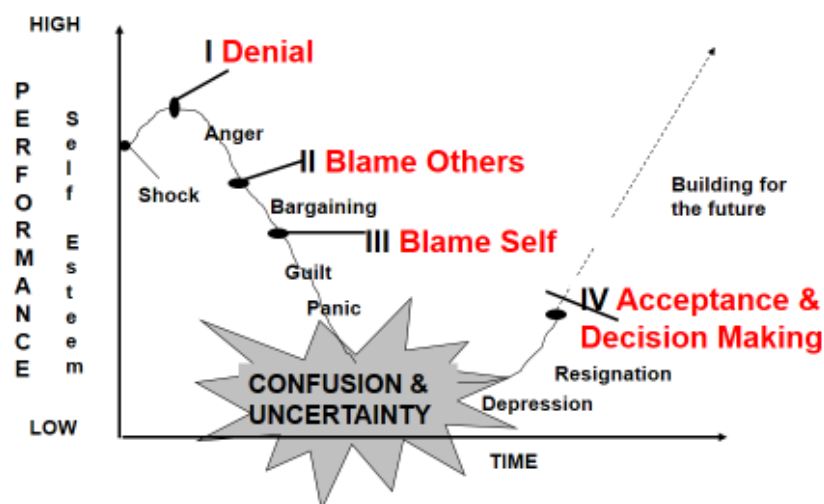
*"It's important to recognise that organisational change can only be achieved through people and therefore, your approach must address their emotional needs."*

- Designing a fair selection process – working with HR and union colleagues. This includes offering support and training for those going through such a process, such as time to prepare and practice for interviews.
- Having an honest conversation with your boss – your aim is to try and understand more about what’s fuelling their desire to exit certain people. By having a deeper understanding, you’ll be more likely to resolve any concerns your boss has.
- Ensure you are basing decisions on the needs of the new roles and team, with clear evidence showing how and why someone has or hasn’t been successful in gaining a new role.
- Acknowledge where your boss is coming from and then park it to one side, focusing on the job at hand – which is getting the people affected through the various changes.

## Understand where people are on the 'change curve'

You might already be familiar with the Kubler-Ross stages of grief (shown below).

**Diagram 8:** *Kubler-Ross stages of grief applied to change*



The model was developed in 1969 by Elisabeth Kubler-Ross, a psychiatrist, with the aim of better understanding of death, dying and grief.

To all intents and purposes, the emotions she identified during the grieving process translate in to organisational change - the 'death' of a team, department, service or role eliciting the same kind of responses.

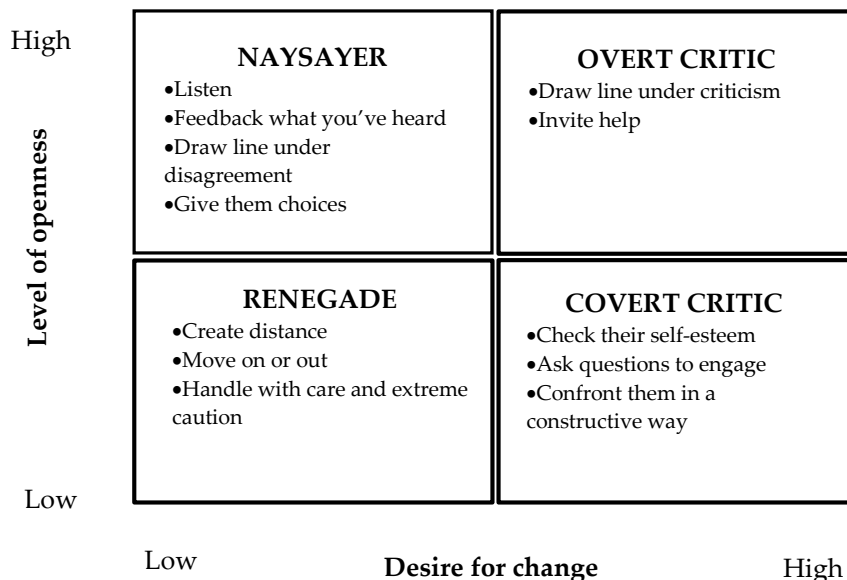
This is a model I've always used to help people in organisations through major change. It's helped me develop effective strategies for communicating, engaging, influencing and motivating people.

By understanding where people are on the curve can help validate theirs and your feelings. It also helps you see that there is a way forward. Key here is that you have enough insight and awareness to know where you and others are. By asking yourself the question, "what needs to happen for this person to accept this change?" you are starting to approach things a bit differently.

Some ways in which the stages manifest, along with ways for handling, are given in the table on page 56.

The following four-box grid offers another way to map where different individuals and groups are. You might find some of the language a bit uncomfortable.

**Diagram 9: Handling dissention matrix**





**Table 6:** Clues and tips for handling the stages of grief

Stage	Typical things you might see or hear	How you might handle
<b>I DENIAL</b>	<ul style="list-style-type: none"> <li>• <i>“We’ve seen it all before”</i></li> <li>• <i>“This is all just ridiculous”</i></li> <li>• <i>“This will never work”</i></li> <li>• <i>“This happened under the old chief executive.”</i></li> <li>• People keeping their heads down (particularly noticeable in those who might normally be more vocal)</li> <li>• Shouting out, heckling during organisational conferences/ forums.</li> </ul>	<ul style="list-style-type: none"> <li>• Give lots of useful, clear and consistent information.</li> <li>• Give timetables for when things will happen.</li> <li>• Set out the consequences for not implementing the change on time or at all.</li> <li>• Challenge constructively, <i>“You appear to be overlooking the key facts which have led us to this point which are a, b and c”</i></li> </ul>
<b>II BLAME OTHERS</b>	<ul style="list-style-type: none"> <li>• <i>“This is all Sam’s fault. If they’d managed the team properly this would never have happened”</i></li> <li>• <i>“The processes/policies/systems are badly designed”</i></li> <li>• <i>“Oh, Joe has always had it in for me. This is their chance to get rid of me”</i></li> <li>• A lot of ‘water cooler’ talk, mainly gossip, rumours etc.</li> <li>• May see ‘work to rule’ and people less likely to go above and beyond to deliver.</li> </ul>	<ul style="list-style-type: none"> <li>• Listen carefully! When someone is venting, silence can be extremely powerful. The other person should talk more than you.</li> <li>• Use empathy and show respect for the other person’s feelings – “I understand where you’re coming from”</li> <li>• Provide forums for people to safely, legitimately and openly share their views – e.g. small forums, online, in writing etc.</li> <li>• Keep setting out the facts.</li> <li>• Set up a rumour buster on your intranet. (slightly different from an FAQ section, using more of the language of staff rather than stilted corporate language)</li> </ul>
<b>III SELF BLAME</b>	<ul style="list-style-type: none"> <li>• <i>“I’ll never be able to work in this new way so why bother trying?”</i></li> <li>• <i>“I’ll struggle to do this and then they’ll get rid of me”</i></li> <li>• <i>“This is all my fault. If I’d done x, y and z my team wouldn’t be in this position”</i></li> <li>• People tend to be less communicative (again, more noticeable if someone typically vocal).</li> <li>• More focus on what they can’t do, rather than what they can.</li> </ul>	<ul style="list-style-type: none"> <li>• Keep listening carefully.</li> <li>• Show that you have confidence in the person. If you’re able to, refer to a recent piece of good work they’ve done.</li> <li>• If you’re a manager taking your team through change and you have someone in this stage then list what you see as their strengths.</li> <li>• Adopt a coaching style with individuals in this stage. Ask questions such as, “What help do you think you need?”</li> </ul>
<b>IV ACCEPTANCE</b>	<ul style="list-style-type: none"> <li>• <i>“What exactly will my role be?”</i></li> <li>• <i>“How can we work together on this?”</i></li> <li>• <i>“I’m interested to find out more about the next stage”</i></li> <li>• More asking of questions.</li> <li>• More ideas put forward.</li> <li>• More talking about the future (and their future in the organisation).</li> </ul>	<ul style="list-style-type: none"> <li>• Set up a transition monitoring team and invite people to be part of this. Take on board their ideas for getting from old to new.</li> <li>• Answer questions quickly, so as not to lose people. (the green shoots of acceptance are fragile and need to be nurtured).</li> <li>• Acknowledge and thank people for their ideas openly.</li> </ul>

Key is that you take the time to really understand where you think people are, what might be fuelling their reactions and how you might tackle this.

And if someone with a lot of power and influence is in the 'renegade' box, then my advice is you need to find someone high enough up the chain to help you handle this. If it's a member of the board, then it would be the chief executive/managing director who should handle.

Final word of caution on this model – this is for your eyes only. It really is meant as an aide for you, to help you handle those particular people who could well undermine and destroy the change you're leading. It's an uncomfortable truth but nonetheless a fact of organisational life.

## **Reinforce, don't punish**

If people feel like they are losing out or having something taken away then they are more likely to resist change. Indeed, I've seen various degrees of sabotage of change over the years because of perceived loss/punishment.

It was the psychologist B.F. Skinner who discovered this through his research into operant behaviour conditioning (1938). Through his research, Skinner has helped today's change leaders understand the different types of reinforcement that can be used. These include:-

- *Continuous reinforcement* - this happens from start to finish during the change period. Daily, weekly, monthly. On the plus side, it is a really quick way to develop an association between the new behaviour that is required and

*“If people feel like they are losing out or having something taken away then they are more likely to resist change.”*

the rewards that come from the reinforcer (the organisation).

On the downside, it is a lot of effort and time on behalf of change leads and managers - you have to be constantly on the ball, looking out for examples of successful change in behaviour and then communicating that to others so they can learn. If

the right people and processes aren't lined up, then this can fall down and end up turning into randomised intervals (see below).

- *Fixed time intervals* - this would reward the right behaviour at set times, e.g. every two months during a 12-month change programme, a team leader might award a voucher to a team member who has hot-desked the most during a move to more agile working. What Skinner and subsequent researchers found is that the desired response was low just immediately after an intervention but then sped up just before the next scheduled intervention. In other words, regularity and consistency have a big impact on changing behaviour.
- *Random time intervals* - no set timetable to reward and reinforce the right behaviours. This happens as and when. My experience is that this is less likely to work in large organisational change programmes where staff are likely to lose interest and switch off if they don't know that things are going to happen at a certain time. Although, Skinner did find that the reinforcement rate was a bit steadier here - less spikes in behaviour change between intervals.
- *Fixed ratio intervals* - reinforcement and reward take place after a certain amount of the required behaviour changes have been made. For example, if a team has achieved three consecutive months in reducing their print footprint by 50% then they are rewarded with a longer lunch break on a Friday.
- *Varied ratio intervals* - reinforcement and reward happens at random moments during the period of change. There is no pattern. This can be helpful if the pace of change isn't quite moving at the right expected for whatever reason, such as a new IT programme hasn't been delivered when it was expected. Key here is that the change leads and team managers are adept at spotting where behaviour has changed to the new desired state and then rewarding it swiftly.

*“...regularity and consistency have a big impact on changing behaviour.”*

## **Key points from chapter seven**

- 1.** It's often the knock-on effects of change on people's lives outside work that fuel anxiety and hence, resistance. This is why it's so important to really take the time to understand and respect people's feelings and reactions.
- 2.** Change creates turbulence and uncertainty and it's normal for some people to react strongly and unpredictably. This will be even more so if they believe they have little to no control over the events taking place.
- 3.** It is important you recognise and monitor the impact of delivering the change on you, yourself. There may be aspects that you are resistant to and so, you need to understand how to handle this.
- 4.** The Kubler-Ross cycle of grief can be a really useful tool for mapping out where different stakeholders are. This can then help you and your team respond in the best way possible.
- 5.** Resistance sometimes comes from a sense of loss. This is why using reinforcement can be a useful way to off-set this. Skinner's work on this offers different approaches which can be used for big culture change through to smaller, more localised change.

# Chapter eight

## Develop your people... the importance of supporting and investing in staff during change

“Give a man a fish and you feed him for a day. Teach a man to fish and you feed him for a lifetime” – Proverb

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If your organisation is facing budget cuts then one of the casualties you're most likely to see is a cut to the training and development budget. This has certainly been my experience.

Training and development is often seen as an easy option to contribute something to the cuts pot.

This is a mistake, though. If ever there was a time to, in fact, bump up the training and development budget it's during change. Under (or even no) investment is a false economy.

If it's not an option to protect or increase the training and development budget then there are cost-effective and in some instances free ways to deliver. It's also important to help stakeholders understand that development is more than attending a training course!

**Table 7:** *Examples of different types of training and development*

<ul style="list-style-type: none"><li>• Workshops</li><li>• Executive coaching</li><li>• Career coaching</li><li>• Mentoring</li><li>• Reading articles, blog posts and books</li><li>• Webinars</li><li>• Action learning sets</li></ul>	<ul style="list-style-type: none"><li>• Courses (online or classroom)</li><li>• Peer-to-peer coaching</li><li>• Conferences and seminars</li><li>• Writing articles and blog posts sharing learning points</li><li>• Monthly performance meetings</li><li>• Online community forums</li></ul>
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## Before the change is launched

Once again, your stakeholder map will come in useful here. Different stakeholders, both individuals and groups, will need specific support before, during and after the change.

Remember back in chapter one, where we talked about your change team?

You need to be confident they have the skills necessary to support you and the organisation in the way that's needed. The competency framework in chapter one

*“It is a really good idea to work with your learning and development team (if you have one.)”*

should give you a guide on areas to focus on. For example, you might want to run a refresher on how to facilitate staff engagement sessions effectively.

It's also advisable to run a workshop with senior managers (normally chief executive through to service heads). The aim of this is to clarify the agreed approach to change. It's also an opportunity to provide advice and tips for managers to engage staff and help people struggling with the change.

## During the change

If your change is more technical in nature, such as the roll-out of new ICT or a new appraisal system, then most likely all staff and managers will receive some kind of training on the new system.

In my experience, training of this nature gets rolled out on a sheep dip basis. However, this doesn't guarantee that people come away with enough understanding.

It is a really good idea to work with your learning and development team (if you have one) to carry out a skills analysis. This means that any training can be tiered appropriately i.e. beginner, intermediate, advanced.

You don't want to lose people before you get to the launch of whatever new system it is you're rolling out. The best way to lose people is to put them through training and development that they see as irrelevant, confusing or patronising.

It might seem like additional time and time you don't have but if you include this skills analysis as part of your plan then it shouldn't impact unduly. Proceeding with a 'one size fits all' approach to systems training is a fast track to losing a significant amount of buy-in before you've even got to the finish line.

If your change will see a reduction in roles, then it's a good idea to have in place workshops and training for things such as:

- Writing a good CV
- Preparing for an interview
- Developing an effective LinkedIn profile

If you have an in-house recruitment team, they can be good allies to work with on these kinds of workshops. It's also worth speaking with HR colleagues to see what they advise.

Worthwhile things to offer include career coaching, particularly for those who have been unsuccessful in getting a new post in the organisation.

Front-line supervisors may also need some support and development. These are often further down the management hierarchy but front and centre in terms of receiving any fall-out from staff affected detrimentally by change. Examples of workshops and training for this group include:

- How to prepare for and have difficult conversations
- Active listening skills
- How to keep people motivated during change

Other workshops and training I've run for both staff and managers include:

- Building and maintaining your resilience
- How to handle stress effectively
- Maintaining your wellbeing during change

The important thing about all of the workshops and courses suggested are that they are transferable. These are skills that transcend the change programme you're running. They are things that people can use in their personal lives, as well as in their working lives.

## After the change

There are two aspects to this.

The first is about embedding the change quickly and firmly. Think back to the chapter on managing transitions.

If your change has affected one or more teams - e.g. three teams have been moved from their previous departments and merged into one new department - then running a series of team building events can be helpful.

*“Those leaders who take the time to build the right kind of climate and culture with their teams go on to have high performance.”*

I know that team building isn't everyone's cup of tea. Some people see it as cheesy. Others see it as a waste of valuable time.

When designed properly, with the team themselves being involved in design and delivery, a team building event can make a monumental difference.

I've facilitated dozens of these events – for teams I've led, as well as for clients wanting to develop their teams. Those leaders who take the time to build the right kind of climate and culture with their teams go on to have high performance.

The second aspect is about helping people exit with dignity.

Where your change has seen a reduction in the number of staff – for example, you might have rolled out automation for a process that was previously done by people – you need to give space for the 'survivors' to grieve.

This is also where a team off-site can be useful. About 10 years ago, I oversaw a change to a key function which meant a number of long-serving staff left. As well as offering career coaching for every person leaving, I ran a half-day team session. This took everyone 'left behind' off-site and was an opportunity to do several things:

- a) For them to express how they felt about the new world, including the loss of certain colleagues
- b) Getting to know each other in new roles, and welcoming new team members



- c) Agreeing our values and how we would work together moving forward – our team culture

By providing space and time for people to reflect individually and together, they were able to have the necessary catharsis of emotion which then freed them up to participate in building the team climate.

### **Don't forget yourself!**

The advice above also goes for you too.

What development do you need to be an even better change leader/manager/practitioner?

If nothing else, I would suggest you have in place a mentor and/or a coach. Having these has always been invaluable for me and I'm indebted to my various mentors and coaches over the years. They have provided a safe space for me to work through issues I've grappled with whilst delivering change.

It can also be useful for you to check that you (and your team) have the mental habits necessary for effective learning. These are:

**Risk taking:** The willingness to step out of your comfort zone

**Realistic self-reflection:** An honest appraisal of your successes and failures, especially the latter.

**Actively seeking feedback:** Regularly asking for other people's perceptions of what you're doing well, less well and need to start doing

**Being open to others' opinions:** Actively seeking people's advice, information and ideas

**Less speaking, more listening:** Ensuring you really listen to what is being said by individuals and groups. And learning the art of listening out for what is not being said.

**Open-mindedness:** Being open to new ideas and having a willingness to having your way of doing things challenged. Always seeking the best way which will achieve the best outcome.

## **Key points from chapter eight**

- 1.** Change is often the time that more training and development is needed, not less. Try and protect these budgets as much as possible.
- 2.** Be creative. There are different ways of helping people to learn. It's not just about a training course and there are lots of things that can be done for free.
- 3.** Break your training and development plan into three chunks – before the change, during the change and after the change. Your stakeholder plan will come in very useful here.
- 4.** Work with your learning and development, HR and recruitment teams on any training and development plans. They should be able to give you helpful advice, as well as provide context and links with other changes taking place in the organisation.
- 5.** Don't forget your own learning and that of your change team (if you have one). Leading and managing change can be a lonely place, so getting a coach and/or mentor can be a wise investment for yourself.

## Final thoughts

This e-book has been about setting out the key ingredients necessary for successful (and beautiful) change. Like any good cook, your role as the change lead is to ensure that all the ingredients are in place. My aim has been to provide you with tools, techniques and ideas so that you have the right equipment to create your masterpiece.

Ultimately, at the heart of all of this is you.

To be a great change agent, you should always be reflecting on your strengths, development needs and the impact you have. If you're someone who regularly leads or manages change, then this self-reflection is a fundamental.

Compassion, humility, openness and honesty are the traits that I believe separate an average change lead from a great one. They can also be the difference in change being an ugly experience or a positive one.

So, what are you waiting for?

Go create that masterpiece.

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Readers wishing for more information on the support, training and consultancy on offer can contact the author at [www.halopsychology.com](http://www.halopsychology.com)

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### **Chapter six – Managing the transition from old to new**

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### **Chapter eight – Develop your people**

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# Appendix one

## Business case template

**Summary of the proposed changes:** *This should be no more than a short paragraph (around five lines).*

**Reasons for change:** *Provide a summary explaining the rationale for change, including which aspects of the organisation's strategy the change will support.*

**Options considered:** *Provide a brief description of all the different options that were considered, the criteria that was used to assess them, and the recommendation of the chosen option.*

**Benefits expected:** *Provide an outline of the main benefits expected measurable against the current situation. These can be categorised under the sub-headings financial, people (employees and customers), process and systems.*

**Cost:** *Provide an outline of all costs associated with the change, this can include things like redundancy costs. Note that new system costs should include capital start-up and ongoing costs in order to get true picture of the benefits.*

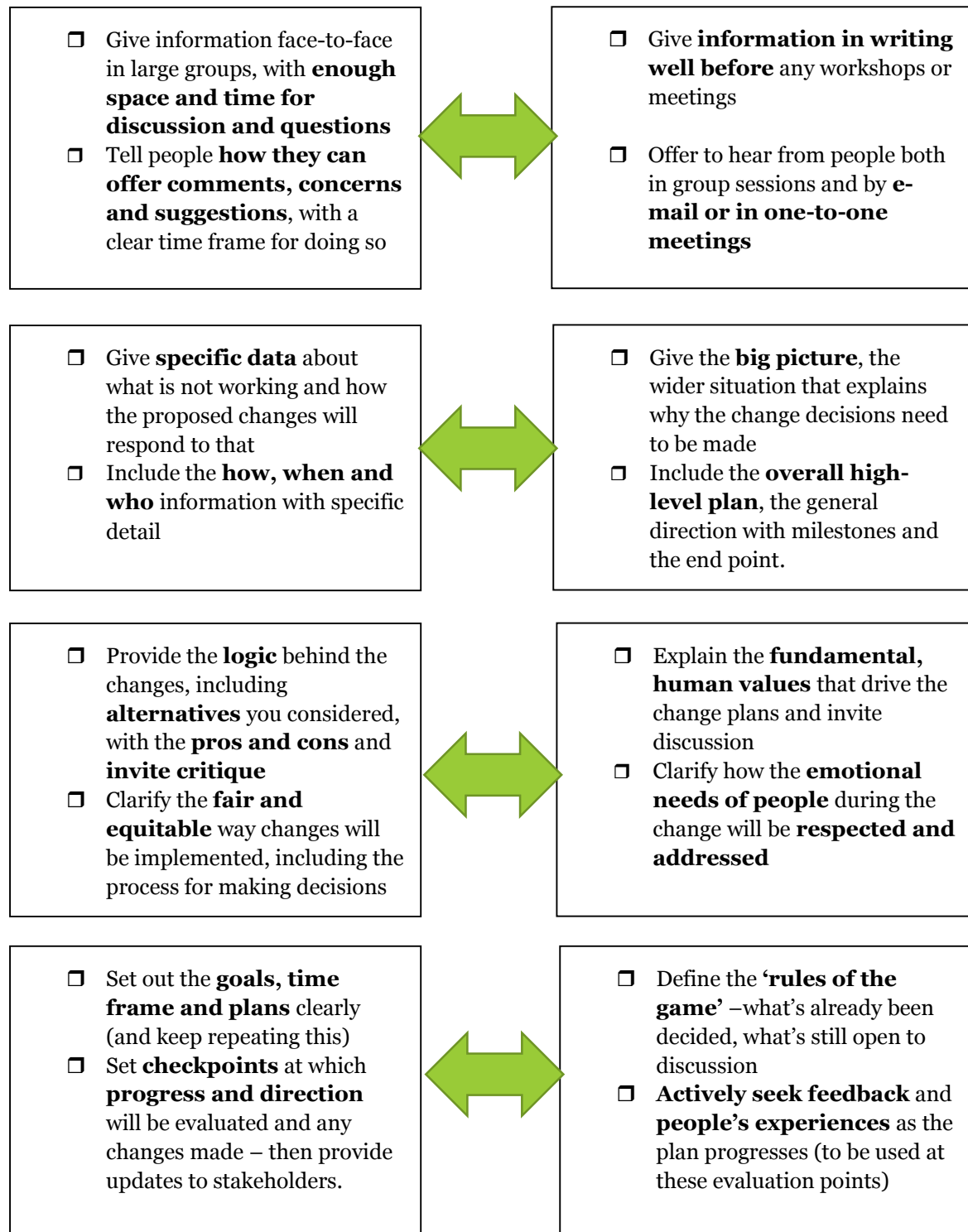
**Risks:** *Provide a summary of the key risks of the change, putting these in priority order (highest risk to lowest).*

**Timescale:** *Provide a high-level timetable with key milestones.*

**Evaluation:** *Provide an explanation of how the final decision was made and how the impact of the change will be measured.*

# Appendix two

## Checklist of different communication and engagement preferences



# Appendix three

## Simple template for a communication and engagement strategy

**Overarching aims of the change:** *Provide a high-level summary. No more than one short paragraph.*

**Key communication and engagement aims to support the change:** *Emphasis on key. Five maximum.*

**Key messages:** *Emphasis on key, 3-5 top line messages.*

**Key tactics:** *Outline the main ways that stakeholders will be informed and involved before, during and after the change.*

Aim	Activity	Target stakeholder(s)	Activity lead	Timescale for delivery
<i>E.g. Minimum of 75% of employees feel positive about the change</i>	<i>Staff selfies showing how they're making the desired change</i>	<i>All employees</i>	<i>Joe Bloggs</i>	<i>By end of July</i>

### Key communication & engagement risks:

Description of risk	Likelihood of risk happening	Impact of risk happens	Overall risk score	How we will mitigate the risk
<i>E.g. Zero staff attend the launch workshops</i>	<i>Low (1)</i>	<i>High (4)</i>	<i>Low (4)</i>	<i>Liaise with team managers to send invites out.</i>

### Key ways we will measure the effectiveness of activity:

Measurement	When will this be done?	How will this be done?	Who will this be shared with?
<i>E.g. Minimum of 20 staff attending each workshop to launch change</i>	<i>Data to be collected at end of each workshop.</i>	<i>Through registration at workshop</i>	<i>Change lead</i>



*Beautiful Change* provides a practical guide for anyone involved in delivering change. A blend of theory, insight and experience means that readers can be confident that the tips, advice and models are well tested. The author has tried and tested every model and theory in this e-book and the lessons she shares come from first-hand experience. The good, the bad, the ugly and the beautiful!

This e-book will enable you to:

- understand the skills needed to lead change well and your own strengths and development needs;
- map out all the things you need to do, prioritising what happens when and planning for all eventualities;
- determine who all of your stakeholders are and where they are in terms of influence and support;
- better handle the messiness that often comes during the transition phase between the old world and the new;
- identify signs of resistance early on and come up with effective ways to handle;
- develop an effective communication and engagement strategy based on the needs of your stakeholders;
- work with other key teams, such as learning and development, to ensure that the right kind of support is put in place for stakeholders;



**Hayley A Lewis** is a chartered psychologist, Fellow of the RSA and the founder of HALO Psychology – a consultancy specialising in organisational performance and change. Hayley lectures on organisational change on Masters programmes at several UK universities and has won several awards for change and transformation programmes she has led.

