The Challenges of Dealing with Change

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Scenario

The staff refuses to accept the new software application to the point that it is either not used at all is or only partially used, so that the implementation is a failure

Scenario

Question:

How would you handle this situation?

1. Don't tell the staff why this is being implemented.
2. Inform them and let them ask questions.
3. Ask them what they would like to see in this application that will help them with their work.

Scenario

- Answer: Number 3, but in fact, it was a complete failure because the staff was not involved in any way and the system was never accepted.

What is Change Management?

- **Change management** is a multi-disciplinary process of:
  - Developing a planned approach to change in an organization
  - Minimizing resistance
  - Maximizing collaborative efforts
  - Touching all aspects of the organization

Change vs. Transition

These terms are **NOT** the same

Change is a
shift in the **external situation**

Transition is the
psychological reorientation
in response to change

--William Bridges & Associates 2000

Phases of Transition
An Ending

- A loss
- Letting go of the old way and the old self
- Getting closure
- Saying good-bye

Phases of Transition
A Neutral Zone

- In-Between Time
- Chaos
- The Wilderness

Phases of Transition
A Beginning

- The New Chapter
- Being "*With It*"
- Renewal

Resistance

- It's the **<u>transition</u>** – not the change – that people often resist

  - ❖ Loss of their identity and their world
  - ❖ Disorientation of the neutral zone
  - ❖ Risk of failing in a new beginning

Change management is primarily
a human resource management issue.

This is because implementing new procedures,

new technologies,

and overcoming resistance to change

are fundamentally

"people issues."

Goals of
Change Management

- Ensure the business keeps running while changes are in process.
- Build and maintain momentum to set the changes in motion.
- Deal with the human side of change so that resistance is minimized, and
- Manage the transition to the new way of doing business.

Hallmark of Effective Change Management

- Alignment and visible support of the executive team, including senior managers.
- Planning and preparation of the "change management" team.
- Consistent communication to employees, including early involvement of employees in the process
- Frequent communications and negotiations with stakeholders.

The Five Greatest Change Management Obstacles

- Employee and staff resistance
- Middle management resistance
- Poor executive sponsorship
- Limited time, budget, and resources
- Organizational inertia and politics

Dealing with Resistance

- Direct one-on-one contact
- Peer pressure
- Reviews and audits focusing on measurable performance
- Removal of tools and systems that enable opposition

Case Study of an Organizational Change Management implementation

- Goals
- Basic Program
- Responsibilities
- Accomplishments
- Key Strengths
- Key Challenges

Change management Goals and Objects

- Ensure that the organization continues to do its work while the changes are in progress
- Build and maintain the momentum to set the changes in motion
- Deal with the human elements of change
- Manage the transition to a sustainable new state

Change Management Basic Program

- Reducing stakeholder resistance
- Maintaining control and perception of the initiative during its development
- Identifying and managing political imbalances and shifts
- Aligning changes with the organizational culture
- Anticipating and planning for the impacts of change
- Managing the reactions of impacted stakeholders

Change Management Responsibilities

- Enable the initiative to **successfully achieve its goals**

- Create awareness among **the stakeholders**

- Facilitate alignment among **processes, people and technology**

- Help stakeholders **assimilate the changes** the initiative brings

Initial Change Management Accomplishments

- Developed an Organizational Change Management Plan

- Interviewed stakeholders

- With these results began to compile a Global Assessment that was continuously revised

Additional Accomplishments

- Presented results from stakeholder interviews to two contractors for a briefing on the organization's culture
- Created Change Management scenarios
- Performed an assessment on staff responsible for electronic records
- Developed brochure
- Provided articles for monthly Staff Bulletin

Final Outcome

- Position of change management officer not filled when I left the organization
- Recognition of need for continuous communication and training
- But….. Lack of commitment led to additional issues about the program
- Program is still moving forward, but issues remain

Key Organizational Strengths

- Pride in the organization's mission
- Awareness of future volume of electronic records
- Recognition of need for User Adoption Support
- Willingness of program offices to devote staff to ensure success
- Willingness of individual staff members to be involved in system development

Key Challenges

- Leadership
- Internal/External Communications
- Workforce Impact and Transition
- Training

Leadership

- Inconsistent Expectations
- Perceptions on ERA's Mission
- Decision Making

Communications

- Managing Expectations
- Credibility Among External Stakeholders
- Fatigue

Workforce Transition

- Impacts on Job Functions
- Existing Infrastructure to Address Staffing
- Potential Conflict with Other Program Office Organizational Changes

Training

- Current Capabilities
- Lessons Learned
- Learning Management System

Lessons Learned from EPA

- In implementing a Records Management Application across the agency, EPA identified lessons learned from this ongoing project, many of the 13 lessons dealt with change management.* They included:
  - Determine the level of competency of potential users
  - Institute "change management" to mitigate potential user resistance of change, especially if the organizational culture has been heavily reliant on traditional paper processes
  - Include a variety of users in the testing and pilot phases
  - Begin with a small pilot when implementing to gather user feedback and make adjustments prior to Agency-wide rollout….and reduces the impact of negative user perceptions before full implementation

  *National Archives and Records Administration, *Continuing Study of Federal Agency Recordkeeping Technologies,* 2008

And you ask why people don't like change?

From the FINANCIAL PAGE: STATUS QU0 ANXIETY:

"…Behavioral economists have established that we feel the pain of losses more than we enjoy the pleasure of gains. So when we think about change we focus more on what we might lose rather than on what we might get. Even people who aren't that happy with the current [health] system, then, are still likely to feel anxious about whatever will replace it."

James Surowiecki, *The New Yorker*, Aug. 31, 2009, p.29

Lessons Learned

- Know your stakeholders
- Understand their needs
- Communicate, communicate communicate
- Use Active listening

Lessons Learned

- Identify groups that can help you in your project
- Clearly state your goal, and keep to it
- Identify the skills you need
- Program management is a must
- Identify those whose work will be affected and develop mechanisms to assure success

More Lessons Learned

- Know that there will be resistance
- Identify where it will come from and develop mitigation plans
- Continuously monitor the concerns of those affected
- Provide the training that will help staff to succeed