

Mike Clayton

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Managing and Leading Change



A Practical Introduction to Change Management for Managers and Project Managers

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The Cycle of Change



Based on a similar diagram, used by Rick Maurer in *'Beyond the Wall of Resistance'*



Barriers to Change

A useful tool to help you spot barriers to change is the **SPECTRES** framework.

S

P

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S



Why Change?

Step 1: Demonstrate the Need for Change

'I don't see why things have to change'

If you want people to change, you must give them no choice. Change is time-consuming, unsettling, stressful, and uncomfortable. Luckily, you have two powerful techniques to help you overcome this initial resistance:

Leverage

Step 1:

Step 2:

Step 3:

Pattern Interrupt

These are both ways to demonstrate the need for change. You have to open people's eyes, take off the rose-tinted spectacles, engage people with the need for change and convert a '*should*' into a '*must*'.



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Tools for Change Leaders

Mad - Sad - Glad

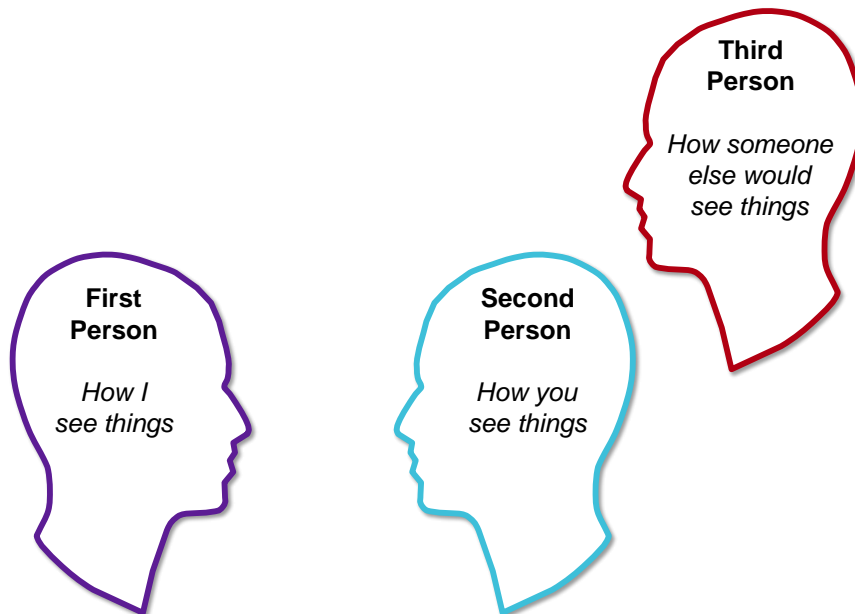
A simple and effective way to allow people to express their emotions and share them with others is to put up posters labelled Mad, Sad and Glad.

Invite participants to express their emotions on sticky notes then place each note on one of the posters. They are allowed as many notes as they want, and should be encouraged to place at least one note on each poster.

In a second phase, you can invite everyone to inspect all of the notes and to tick the ones which are most meaningful to them.

This allows everyone to see the range of emotions felt – and the extent to which they share feelings with other people. They are not alone. It makes it okay to feel bad – and good – about disruptive or threatening change.

Perceptual Positions



There are always three positions from which we can look at a situation:

1. From your own view-point
2. From the other person's point of view
3. From the neutral viewpoint of an independent observer



What Change? Step 2: Create a Compelling Future

I have a dream that one day on the red hills of Georgia the sons of former slaves and the sons of former slave owners will be able to sit down together at the table of brotherhood.

I have a dream that one day even the state of Mississippi, a state sweltering with the heat of injustice, sweltering with the heat of oppression, will be transformed into an oasis of freedom and justice.

I have a dream that my four little children will one day live in a nation where they will not be judged by the color of their skin but by the content of their character. I have a dream today!

I have a dream that one day, down in Alabama, with its vicious racists, with its governor having his lips dripping with the words of interposition and nullification; one day right there in Alabama little black boys and black girls will be able to join hands with little white boys and white girls as sisters and brothers. I have a dream today!

Extracted from a speech by Martin Luther King Jr, 28 August 1963

Five Rules to Create a Compelling Outcome

1. **Create a real emotional charge**
Your vision needs to be compelling
2. **Articulate your outcome with precision**
Make it specific - I mean really specific - I mean 'know it immediately you get it' specificity.
3. **Use simple, sensory language that engages people**
What changes will you see? What new things will you hear? What will you be able to touch, use or play with? How will people feel?
4. **Be positive about what you want**
It is far too easy to say what you don't want - what you want to change. Say instead what you do want.
5. **Check that your outcome addresses the pain**
It's no use going through the pain of change if the original pain - the thing you had to change - is still there.



Tools for Change Leaders

Stakeholder Management

'Faced with the choice of doing something new, or proving that it can't be done, most people get straight on down to the proof.'

Your Stakeholders will determine the success

... or not, of your change





Stakeholder Triage

Detailed Analysis



Step 3: Expect an Argument

Step 3 is about dissociating people from the problem and their emotions about it, by allowing them to articulate and rationalize their feelings.

We also want to enroll people in challenging the status quo, so they can move towards sharing our vision for change. This step must therefore be closely linked to Step 2.

In doing this, we harness their energy to give us:

- A better solution
- Commitment to the change – ‘buy-in’

Understanding why to Expect an Argument

The human response to change is almost entirely predictable - in pattern at least. How we express this response is entirely personal and situational, but understanding the pattern will allow you, as a leader of change, to anticipate, recognize and manage that response.

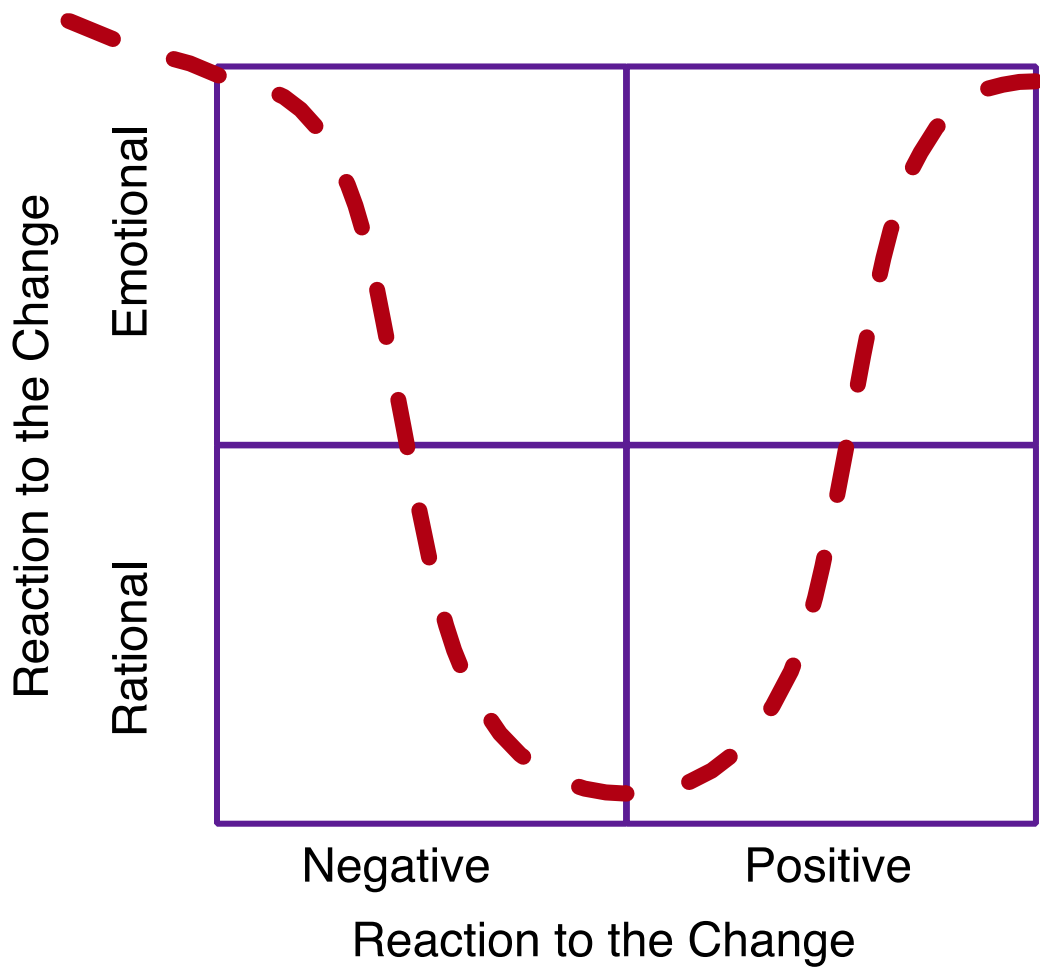
Perhaps the most significant contribution was by Elizabeth Kübler-Ross, who studied dying and bereavement. She made her final validation of her own work when, in summer 2004, as she neared death, she publicly stated that her own responses supported her work.

Her model has been developed in the context of organizational change by numerous authors over the years. Each has offered different numbers of stages and different labels. Like theirs, my own description of organizations in change owes much to Elizabeth Kübler-Ross, who sadly died on 24 August 2004.



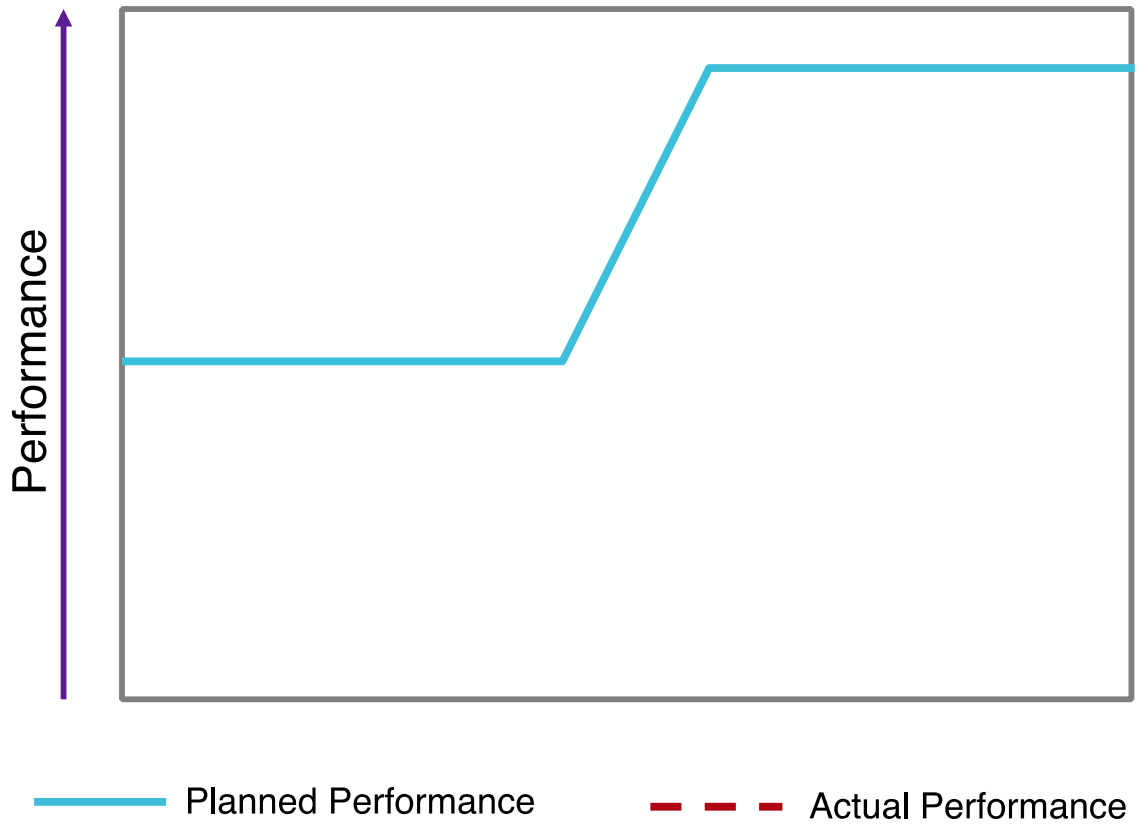
The Change Curve

People's Response to Change is Predictable





The Impact of Change on Operational Performance





The Three Phases of a Change Program

Kurt Lewin's 'Freeze Phases' Model of Change

Driving Forces promote change.

They consist of external pressures like legislation or public demand and internal pressures like a decline in standards or a conviction that we can improve things.

Restraining Forces hinder change.

They consist of our inner resistance to change and our desire to conform to what we perceive to be the established social norms.

The first phase of change is *Unfreezing*

We need to unlock the established patterns and structures, by challenging current attitudes and beliefs - even values – and offering alternatives. This allows people to start to relax from their restraining forces, ready for change.

The second phase of change is *Changing*

In this phase, we lead people through the transition. It is a time of uncertainty and even confusion, as they struggle to create a clear idea of the new thinking that will replace the old. Good leadership is essential because people are susceptible to gossip and rumor in times of change.

The third phase of change is *Freezing (sometimes refreezing)*

We need to lock the new ways of working into place, to establish a new mindset. During this phase, people adapt to the changed reality and start to find ways to capitalize on the opportunities it offers. Alternatively, they make a decision to opt out of the change and move on.



See the appendices for tips relating to each of Lewin's three phases.



Don't just communicate ... *COMMUNICATE!*

One of the commonest mistakes is to become complacent about the amount of communication that has happened. Don't just communicate - COMMUNICATE! Use every means at your disposal.

Trend has newsletters, meetings, memos, circulated emails, conferences and a thousand other channels for communication. Your average colleague will spend much of their working life trying to evade much of this incessant flow of information - which they probably see as unnecessary. They will filter out up to 80% of it.

So if your vital communication does not dominate the flow of ideas, it will easily get lost.

Typically, between five and nine items register fully in our awareness at any one time. So, your communication should be at least the fifth biggest flow of information to even get people's attention. To be deemed important, it needs to be towards the top and that means representing some 5% to 10% of internal communication.

The message to take away is simple: be absolutely clear about what change you want to create and communicate it with passion and precision.

Excellent Communication

1. **Use positive language**
Say "what will be ..." not "what will not be .."
2. **Be clear about what will change**
How will people know that the change has been successful – what will they see, hear and feel that is different?
3. **Use simple, sensory language**
We often tend to hide behind technical, jargon-filled "management speak". This alienates people, creates mistrust and obscures our real message. Language a child can understand is language an adult can understand easily. The tabloids know this!
4. **Be honest about the problems**
People know they are going to have to cope with problems and possibly personal losses from the change. Be scrupulously honest with them.
5. **Spell out the benefits clearly**
For each person, identify "What's in it for you?" Then present this information directly.
6. **Communicate at a personal level**
The gold standard of human communication is one-to-one, face-to-face. Invest in spending time with people, rather than hiding behind memos, reports and emails.
7. **Analyze people's needs, and adapt your strategy accordingly ...**



Tools for Change Leaders

Communications Plan

Create a Communication Plan for each Stakeholder

Stakeholder:				
Primary Concerns:				
Outcome:				

Progression Planning

To take people with you, you need to move them

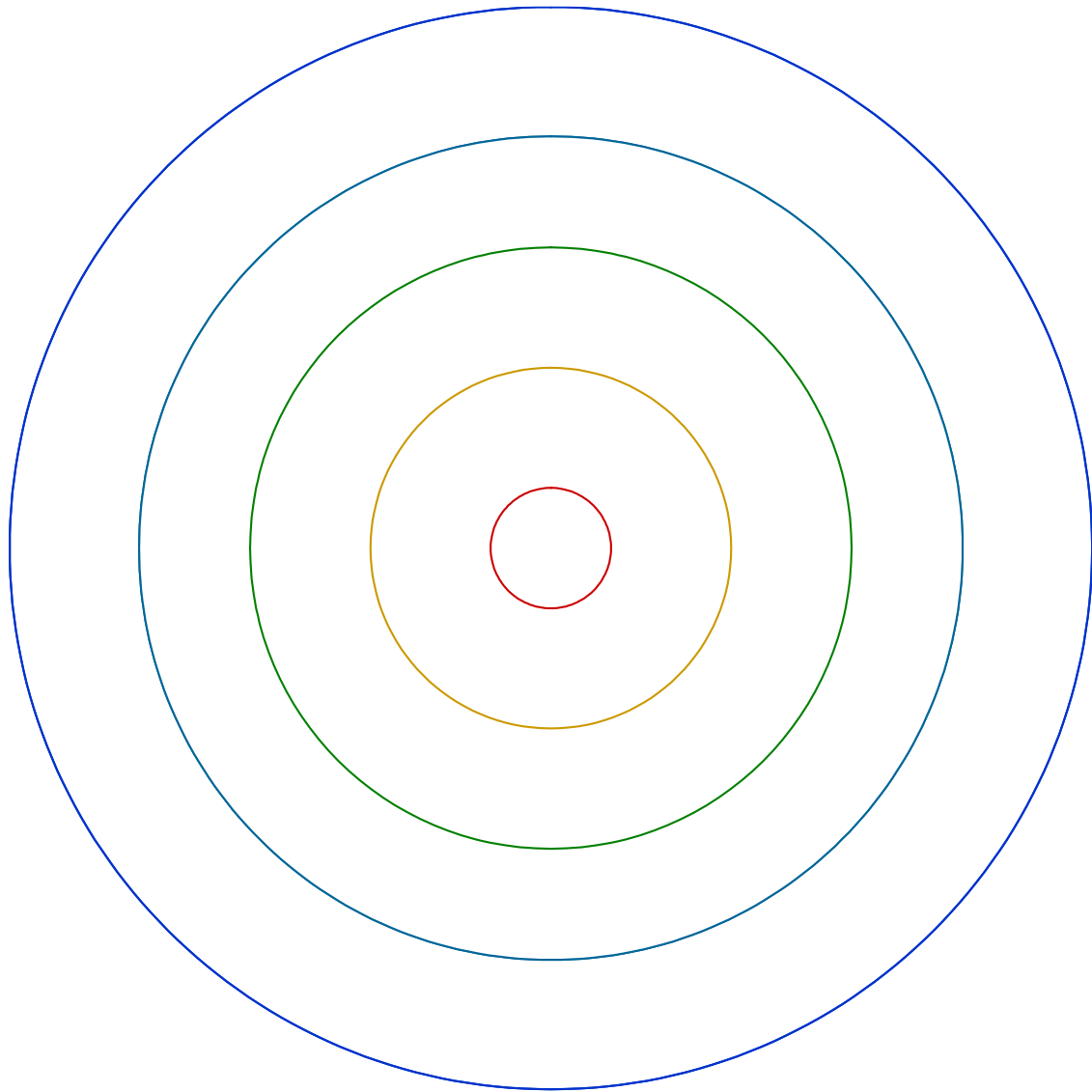
Phase 1 Create recognition and facilitate an emotional response	
Phase 2 Encourage rational challenge	
Phase 3 Deploy your arguments to stimulate realization	
Phase 4 Provide support in making a commitment	



Understand Resistance

Now you know that you can expect an argument, let's look at the sort of argument you can expect!

If you don't get an argument, then there is a good chance that you are not perceived as making any changes, so you can see resistance as a positive endorsement. Indeed, you may ask '*can I get resistance before I even start the change process?*' The answer is 'Yes'. It means that people already understand that there is a need to change. It doesn't mean that they will like it, but at least they are past denial!





'It won't work because . . . '

Resistance is the one feature of change that most concerns change agents. Our greatest nightmare is that, after all of our hard work, we have to face someone who can wipe it all away with that most terrible of opening lines: *'It won't work, because ...'*

When we sense a blow coming, we instinctively brace ourselves. So it is with resistance. Typical responses, if we don't simply ignore it, include:

- ▶ We **shoot the messenger** - behave vindictively when we feel the resistance as a personal attack on ourselves
- ▶ We apply the **super-tanker** approach of just keeping on going and mowing down anything in our path
- ▶ Arguing until we are **blue in the face** - we adopt one argument and use it without flexibility until either our resistor, or we ourselves, are totally exhausted
- ▶ We take the **just-for-me** approach of tugging at heartstrings and appealing to old loyalties
- ▶ We become **street-traders** and try to do deals, trading favours for compliance
- ▶ We try our hand at **bunko**, using sleight of hand and manipulation
- ▶ Or, if all that seems too hard, we just roll over and **play dead**

This is not a very resourceful set of techniques, so we'll leave them behind. None of them puts you in control - which is where you want to be. You want to be in a position where you dictate the pace.

And you know well that if you do ignore the resistance, it will not go away.

So you have to turn to the third, and in my view only tenable, approach. You have to engage with the resistance.

Honesty is not the best policy; it is the only policy.



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Engage with the Resistance

The Golden Rule for Handling Resistance

'I will always respect my resisters'

Mike's Silver Rules for Managing Resistance

- 1 *Get it out in the open*
- 2 *Assume that the resistance is motivated by positive intentions*
- 3 *Find out what the resistance really is*
- 4 *Build rapport with the resisters*
- 5 *Seek their insights*



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Win-over your Resisters The Way of Harmony

Maintain your focus

Project your own personal power

Stay relaxed

The Power of Silence: Use minimum effort



Argue them around

Divide up the Pie

Step into the resistance: The four persuaders

'Me'

You

'Them'

Fear

Step out of the way when you are insufficiently prepared

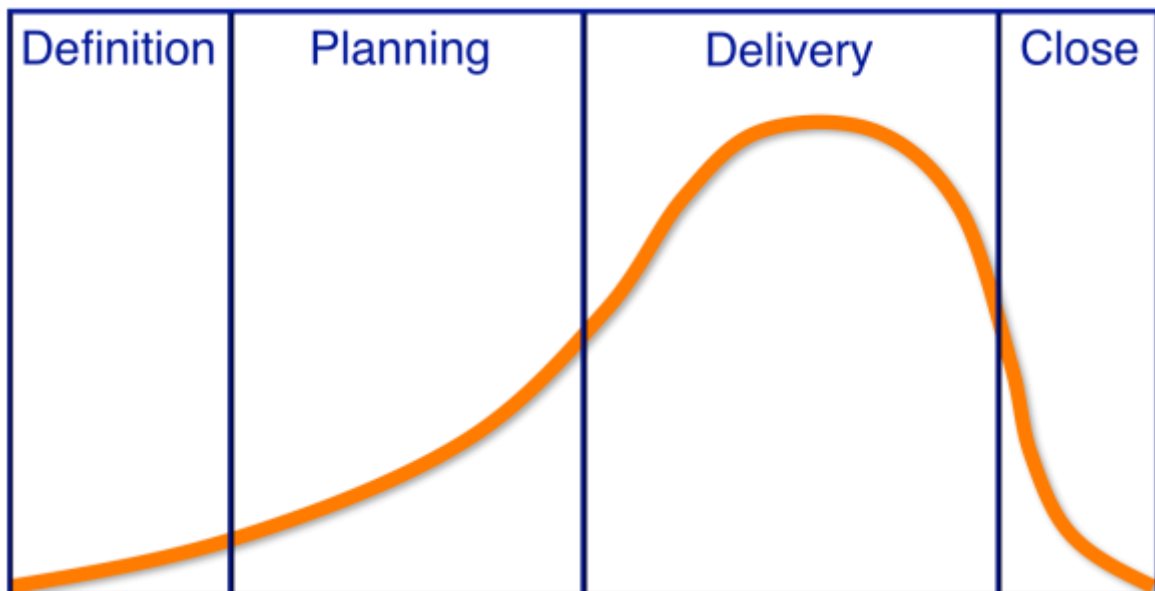


Step 4: Write your Recipe

In Step 4 of the change process, we need to write your recipe: identify the ingredients for successful change, the quality, the amounts, the cooking instructions, the sequence, and timing. In short, we need a plan that will empower people to create change.

This stage is predominantly about answering the question '*How to change?*' We need to identify all of the resources (in the widest sense) that we will need and put our emphasis on ensuring that we remove all of the obstacles to change.

The Principles of Project Management





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Step 5: Step into the kitchen and start cooking

When you get to Step 5, you have your recipe, so it is time to step into the kitchen and start cooking. This is about taking action.

There is no change without action, so now is the time to employ the energy you generated in Step 4. At this time, your primary role is to maintain a positive environment in which people can succeed in their efforts to create change.

There will undoubtedly be setbacks along the way, so maintaining and projecting a positive attitude of enthusiasm and optimism will be an essential role for you as change leader. Maintain your focus and help others to maintain theirs.

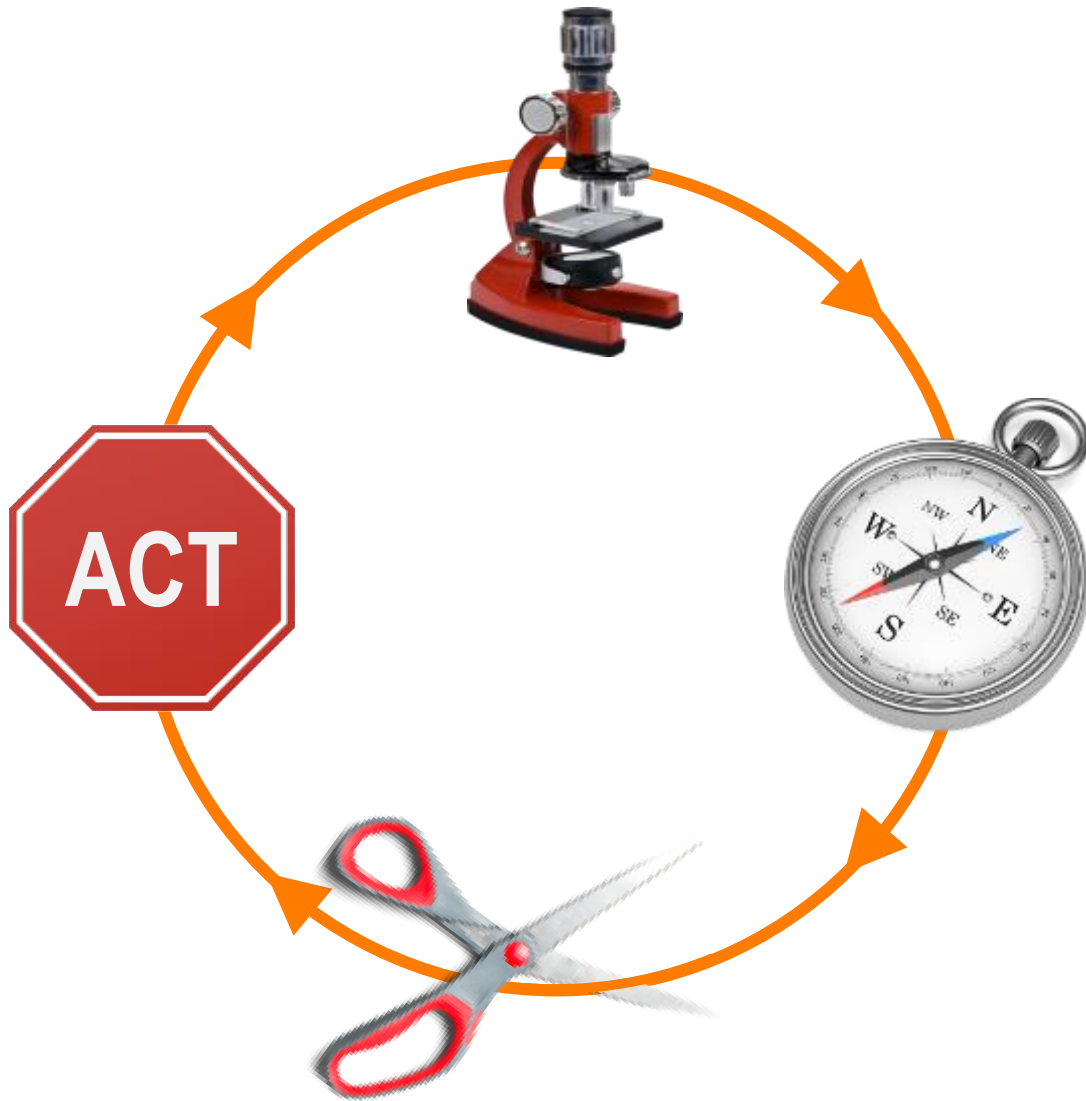
One important part of your role will be to keep the knucklehead day-to-day obstacles out of the way of your change team, so they can get on with the job at hand.

Empower People and Create short-term 'Quick Wins'

What are the benefits of quick wins?



Step 6: Follow Through - The Essential Insight





Appendix: Mike's Ten Rules of Change

Neglect them at your peril

1 The First Rule of Change
Demonstrate that no change is no option

2 The Second Rule of Change
Craft a compelling message of what the change can achieve

3 The Third Rule of Change
An emotional response cannot be countered by reason

4 The Fourth Rule of Change
Engage with the resistance - it is not personal

5 The Fifth Rule of Change
Your success will be determined by your stakeholders

6 The Sixth Rule of Change
Stakeholders need to see progress

7 The Seventh Rule of Change
Manage change in chunks - hold onto your wins

8 The Eighth Rule of Change
To make change: choose it with care - carry it out with care

9 The Ninth Rule of Change
Use existing mechanisms to communicate and propagate change among your stakeholders

10 The Tenth Rule of Change
There is no change without action



Appendix: Twelve Tips for Change Agents

1. **Know the organization before you start**
If you don't know where you are starting from, how can you choose the right direction
2. **Take ownership of the change**
Invent the future rather than redesign the past
3. **Network like crazy**
Get to know everyone and build strong relationships
4. **Choose your battles carefully**
Do you only fight the fights you can win?
You fight the fights that need fighting!
5. **Support your senior management**
. . . and they will support you
6. **Maintain a clear focus**
Resistance creates a fog - keep looking through it to the end goal
7. **Respect the people who resist**
Listen to their point of view - they may be right
8. **Build rapport with the resisters**
Find common ground from which you can take them with you
9. **Have no fear**
If you aren't making mistakes, you aren't trying hard enough
10. **Commit to reviewing and learning constantly**
Feedback is the food of champions
11. **Control your attitude**
Stay positive and keep your sense of humor - even when it hurts
12. **Finish what you start**
Following through on your promises creates a climate of integrity and trust



Appendix: Nine Tips to Help with Unfreezing

1. Honor the Past

People need to mourn what has gone before they are ready to move on. Acknowledge and celebrate what has gone before, whilst being clear that it is no longer a sustainable way of managing things

2. Understand people's losses

What will be different for people? On a case-by-case basis, find out who will be losing something they value and acknowledge that loss.

3. Talk about people's losses

It isn't usually the loss that causes problems: it's the feeling that no one in authority understands it or accepts that it is real that upsets people. Dust under the carpet can still cause asthma.

4. Look for ways to compensate people's losses

What can you give people? Status, responsibility, control – even recognition. We all need to feel valued, so invest time and money in helping people to be ready to take on their new role. Unless they feel competent, they will continue to resist.

5. Give people time

Some people's emotional reaction may seem like an "over-reaction" but it is perfectly normal. We all need time to get through this stage. Respecting the emotion and giving people a chance to express it will help them move forward.

6. Communicate relentlessly

If you do not tell people as much as they want to know, and fail keep communication ahead of events, then in the absence real information, they will fill the vacuum with rumor. When we find out what is going on through rumor and gossip, we start to lose confidence. We feel as if nobody is in control. The information we get from un-informed sources is always more scary than reality.

7. Admit to what you don't know

While you wait for more information, people will get scared. Tell them what you know, and what you don't. Take responsibility for finding out and give a clear indication of when you will update them – even if you subsequently learn nothing more.

8. Focus on the 50% and the 20%

Too much attention to your resisters may reinforce their behavior. The huge returns can be gained by wooing and winning over the fence-sitters. And don't take the 20% who support your change for granted. Reward them with attention and recognition, to incentivize the behavior you want.

9. Promise Problems

Change is difficult. If you try to hide this, people will not believe you. If you promise problems, you gain credibility and the opportunity to ask for support.



Appendix: Nine Tips to Help with Change

- 1. Set out a clear vision for where we are going**
People need to be inspired by their leaders. If you don't lead them, they will look to the first person who offers to do so. Often, this will be a trouble-maker.
- 2. Pay Attention to the Plan**
Focusing on people's emotional needs is vital. But also ensure you have a clear answer to the question "*what will happen on day 1?*" Meeting their psychological need for certainty will calm nerves and build confidence in the management team.
- 3. Use the Fluidity of the Change Phase**
With so much changing, now is the time to allow people to be innovative and creative. Allow people to take initiative and encourage considered risk-taking. This has two benefits – the resourcefulness will create great solutions to problems and it will give people a sense of ownership and the confidence to know you still trust them.
- 4. Create interim processes and systems**
Whilst fostering creativity and innovation, also ensure that business is taken care of and people know what to do. Risk management is essential, so conduct a risk review early on, and re-convene as a management team to re-assess your risk plan in the light of new information.
- 5. Motivate constantly and Re-build morale**
Create a supportive environment and ensure you constantly motivate by recognizing and rewarding the behaviors you want to encourage. Create opportunities for success, then celebrate it conspicuously. What can you do to build back your team's morale, to help them feel part of something valuable again?
- 6. Let the team Form and Storm**
Remember the phases of group development. Following a big change, the group will revert to the earliest stages, so re-set your leadership style accordingly.
- 7. Protect people from additional, low level change**
Change upon change is chaos. Either stop any other changes or wrap the whole lot up into one big change. This not only helps with the day-to-day management of the transition, it will prevent psychological contamination of one change by another.
- 8. Protect the quality of client service**
With all of the challenges of change, always remember what it's all for – the clients. This is also what drives many of your team, so use it to unite them. "*We have to make this change. We can do it well and benefit our clients or ...*"
- 9. Deal with the Stress**
... in your team, your management team colleagues and in yourself. Stay alert for the signs of stress and tackle them early and decisively. Number 1 priority: your sense of humor.



Managing and Leading Change

Appendix: Nine Tips to Help with Re-Freezing

- 1. Reinforce what we've achieved**
Help people to see what they have achieved so far and provide recognition and reward (a "Thank you" goes a long way) for each person's contributions, and for the team as a whole.
- 2. Create a clear plan for the future**
What's next. Lay out a road map of how the changes will progress and then stabilize. Also indicate when the next phase might start and what it may be. People know that constant change is the nature of things, so be honest if this change is not the last!
- 3. Celebrate incremental successes**
Look for opportunities to create "quick wins" which give you a strong positive message, a chance to counter the naysayers and a chance to energize your team by celebrating your success. More importantly, incremental successes lock in benefits from your investment for your organization and thus, for your clients.
- 4. Assign responsibilities generously and set out and share everybody's roles**
Re-recruit your best people by giving them significant responsibility. Let everyone know what you expect of them, and what their colleagues' roles are.
- 5. Create a new team ethos**
This team is not the same as the one that went before. Roles have changed; people have changed. So, take the opportunity to build it from the ground up. Spell out a clear statement of purpose for your team. Think about the culture and traditions you want to establish.
- 6. Help people to make long-term decisions**
Help people by giving them support and training to master their new roles, seize new opportunities and make decisions for themselves. Handled well, this is a chance for people to grow rapidly and commit to a new role with astonishing vigor and success.
- 7. Be intolerant of sabotage**
Too much respect for the teething problems can destroy confidence, so tackle it directly. Once change has happened, active resistance is sabotage: treat it as any other performance failure.
- 8. Manage closely and follow-up**
Be clear about your expectations and supportive to those struggling to meet them. Always follow up on conversations, to build a real self confidence among team members.
- 9. Keep your promises**
You will have made commitments all along the way – opportunities people will have, rewards they can expect, environmental changes you will make. Honor these promises, or you will poison this change and any future changes your organization tries.



Facilitator Profile: Mike Clayton

Mike Clayton ... is an experienced trainer, speaker, facilitator and performance coach, with a background in project and change management, and management consultancy.

Mike's record of successful innovation and his real passion for creating peak performance in individuals, teams, and organizations ensure depth, excitement and high-quality outcomes to his work. Mike's programs create profound and lasting change.

Formerly a Senior Manager at Deloitte Consulting, with 13 years' international consulting and project management experience, Mike has a PhD, is an NLP Master Practitioner, and is affiliated to the Chartered Institute of Personnel and Development.

An Exceptional Track Record of Success

As a consultant Mike specialized in the delivery and integration of complex change in a diverse range of private, public and third sector organizations.

Working in and leading a wide variety of highly successful teams has given Mike valuable insights into organizational change, team-working, and leadership. He presents a personal point of view and real tools from 13 years of consulting and management experience.

Mike is a former governor of a primary and of a secondary school, trustee of a national children's charity, director of the charity Theatre Exchange, and treasurer of a London housing co-operative. Mike is a regular contributor to Training Journal, Business Uncovered, The Best You, The Treasurer, and Project (the journal of The Association for Project Management).



Mike's latest project launched, in June 2016. OnlinePMCourses.com offers video-based project management training, and a wide range of free project management resources.

You can get a FREE extended glossary: *'Decode the Jargon of Project Management'* from the website.



Managing and Leading Change

I wish you even greater success with your handling of difficult behaviors and conflict

Mike

*Mike is author of thirteen print books, including **Brilliant Project Leader, The Influence Agenda, Handling Resistance How to Speak so People Listen and Smart to Wise***



And, most recently:



Powerhouse (n):

Somebody who is full of energy, highly effective, and therefore very productive.

For free downloadable resources: www.MikeClayton.co.uk

For all things Project Management: www.OnlinePMCourses.com

MikeClayton
Business Author and Speaker