

MikeClayton

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Managing and Leading Change



A Practical Introduction to Change Management for Managers and Project Managers

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Preliminary Exercise: Barriers to Change

Making successful change happen starts from understanding the barriers that can get in your way. What barriers can you expect from:

Your Organization

Outside your Organization



Day One: New Dawn

Over coffee, one of your colleagues asks you: *'Hey, what's going on? Who are those people talking to the boss?'* You don't know; but you're curious.

Over the next few days, you see them around a lot. They're young, they're smartly dressed, they don't talk much – well, not to you or your colleagues. Who are they? What do they want? They spend a lot of time whispering among themselves. They also seem to spend a lot of time talking with your boss. And you've noticed your boss spends a lot more time in meetings.

Two weeks go by. One of your colleagues asks you:

'So, what's this meeting all about?'

'What meeting?' you reply. Everyone has an email: there will be a meeting this afternoon, about *'Improving our Performance'*.

The meeting is awful. *'Improving our Performance'* means changing everything. You've been told you don't work very well. Not you personally, but your whole team. They didn't say that: but it's what they meant.

So, you are going to have to change the way you work. Everyone will have to get more specialized and do a narrower range of things. The team will be split up and the parts merged with other groups. You will probably have to move offices, and you will have to make do with less space.

They say that this will make you more efficient. By re-arranging the teams and changing everyone's roles, your department should be able to make big savings. *'How?'* you wonder: most of the costs are staff costs.

And so it's all change. The next day, over coffee, people start talking about the changes. Some are pretty angry – they can barely contain their tempers. Others feel upset by the whole thing, and there are some who can find something to feel hopeful about.

In truth, you don't know how to feel – you feel a bit of everything. Parts of what you heard make you really mad, while others leave you saddened. And yes, you are also glad about some of the things you have heard.

Think about how you feel about the changes? What makes you angry (MAD), unhappy (SAD) or pleased (GLAD) about the changes?

Write your feelings on the next page. Write as much as you want, putting one emotion on each line. Please place at least one item under each section.



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MAD

SAD

GLAD



Day Seven: Conduct a Stakeholder Analysis

Although the last couple of years have been personally frustrating for you, as you learn a few of the details about the proposed changes, you can sense opportunities. You see that there may be chances for your expertise to be recognized at last.

Your boss recognizes your positive attitude to the changes and invites you to join a small team working on the project. This is a welcome move and you immediately say yes.

You work in procurement, responsible for contracting and purchasing for components. The changes will consolidate all your organization's procurement, with re-allocated responsibilities that are intended to create benefits across the group of brands:

- Reduce error rates
- Reduce inventory holding and storage costs
- Improve service to internal customers
- Improve quality control
- Reduce unit prices on goods and services
- Reduce the number of suppliers and contractors the brands contract with
- Reduce overhead costs
- Access faster delivery times
- Reduce admin and accounting time
- Improve reporting and accountability

The first job your team decides to do is to identify and analyze your stakeholders.

Use the information you have and all of your own knowledge and experience to identify your stakeholders or stakeholder groups for the reorganisation.

Plot your stakeholders onto a Triage chart and then pick two stakeholders to analyse in more depth.

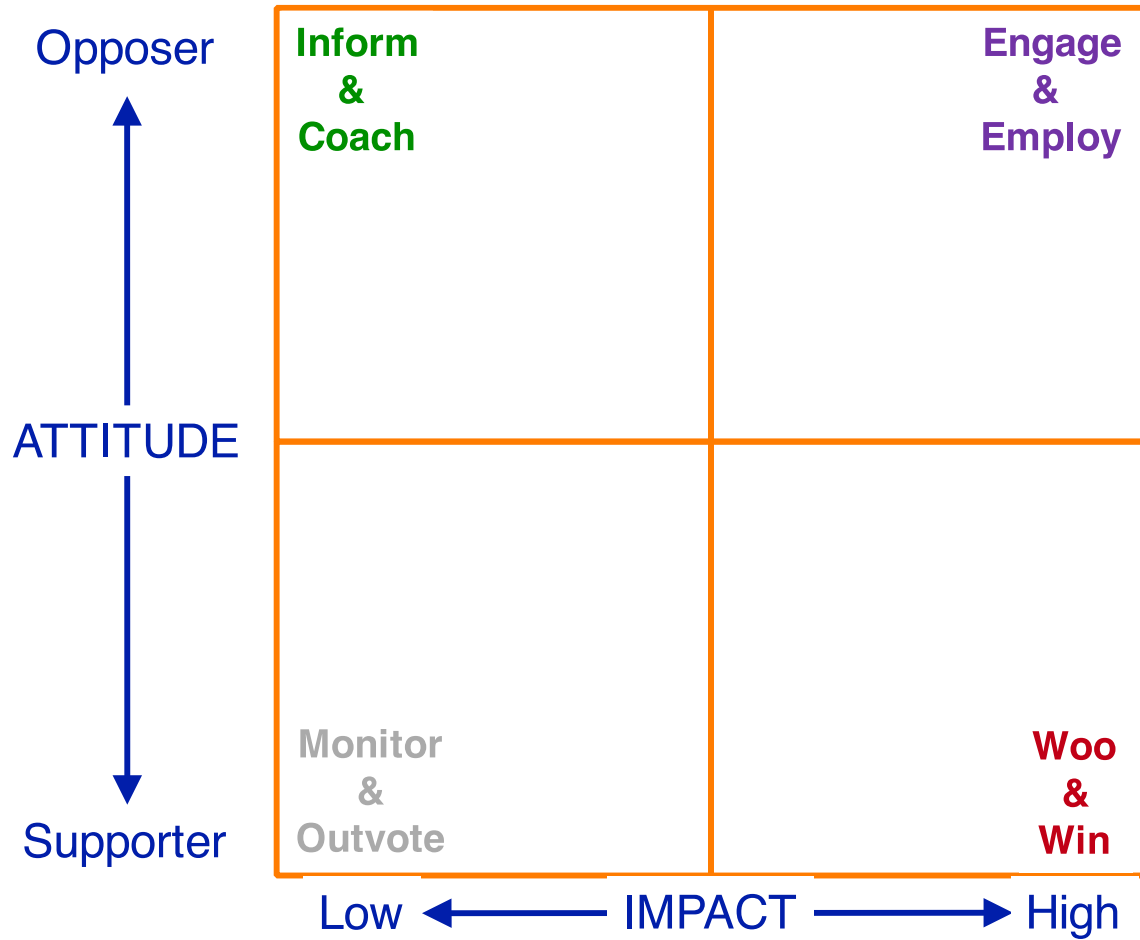
Make any assumptions that you think are reasonable.



Identification



Triage





Strategy and Tactics	
What you need from them	
What they need What they want	
Perceived Attitudes	
Objectives	
Stakeholder	



Day Eleven: The Impact of Change

20% of people like change: *'Bring it on!'*

50% of people like to wait and see: *'I'll take a view ... later'*

30% of people will probably resist: *'I don't like it; I want to stop it'*

Thinking back to work place changes you have experienced; how did those changes affect behaviors at different levels within your organization?

People at the Top

People in the Middle

People at the Bottom



Day Twenty Four: A dozen good reasons

Your project team is working well together and a few of you are working on a Q&A session that your boss will host for the whole department. She will present her vision for change.

You know that the Q&A might be difficult, so you want her to be well prepared. You have scheduled a couple of rehearsals where the change project team will play the staff and ask every tough question you can think of.

You have the task of preparing a Q&A briefing that will give her short, clear and accurate responses to as many questions as you can anticipate. Experience suggests that there could finally be as many as 100, or even more questions and answers in the brief.

The first step is to analyze the responses from the Mad-Sad-Glad activity at the start of the project. Identify the questions (or the arguments that might be disguised as questions) that are likely to emerge. What resistance should your boss prepare for?

Use the next page to record your suggestions. The more, the better.



Questions that are likely to emerge



Day Twenty Five: Practicing Harmony

Using the questions and the rational arguments you identified in the last exercise, this task is to use your skills in harmony and influence to devise clear and simple responses that your boss can use.

At this stage, simply work out the principles of her response and how she will deal with the questions. What are the one or two key points she could make? There will be time later on to polish your wording.

Use the sheet on the next page.



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Question:

Response:

Question:

Response:

Question:

Response:



Day Sixty Five: You are the Change Leader

It has been a couple of weeks since your Department was re-organized and things are starting to go really well. You are happy with your new role and have learned a lot from your involvement with the Change Project.

The whole Change Team has decided to get together to reflect on what you have learned over the course of this project. In preparation for the session, identify what, for you, have been the most valuable insights, ideas, lessons or tools that you have picked up along the way. What would be your most valuable piece of advice to someone in your shoes?

My Insights and Key things I've Learned from this Course

1.

2.

3.

4.

5.

My Advice for Another Change Leader



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.



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I wish you even greater success with your handling of difficult behaviours 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

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