

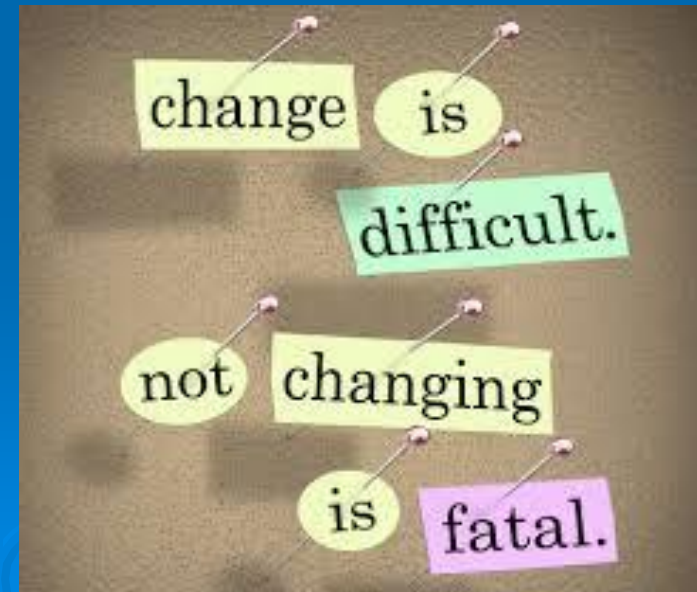


# Managing Change so it Doesn't Manage You

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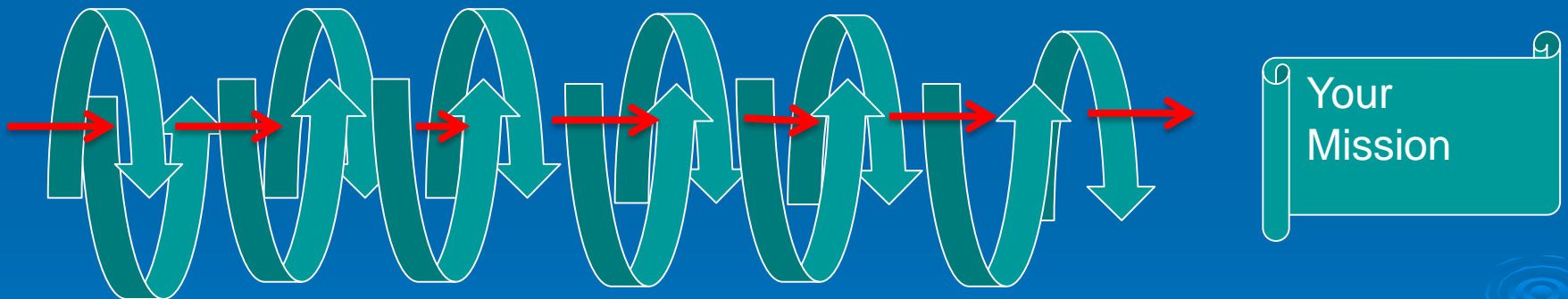
# Change is a Given

- Election
- Recessoin
- Government Policy – aging in place, de-institutionalization, Certification, working for families, ERA etc etc etc
- Labor shortages and wage hikes
- New technology
- New models of practice
- Bi-culturalism
- Immigration
- Etc etc etc etc



# Change is a Given

- Every organization is on a journey towards achieving its mission
- A journey involves change



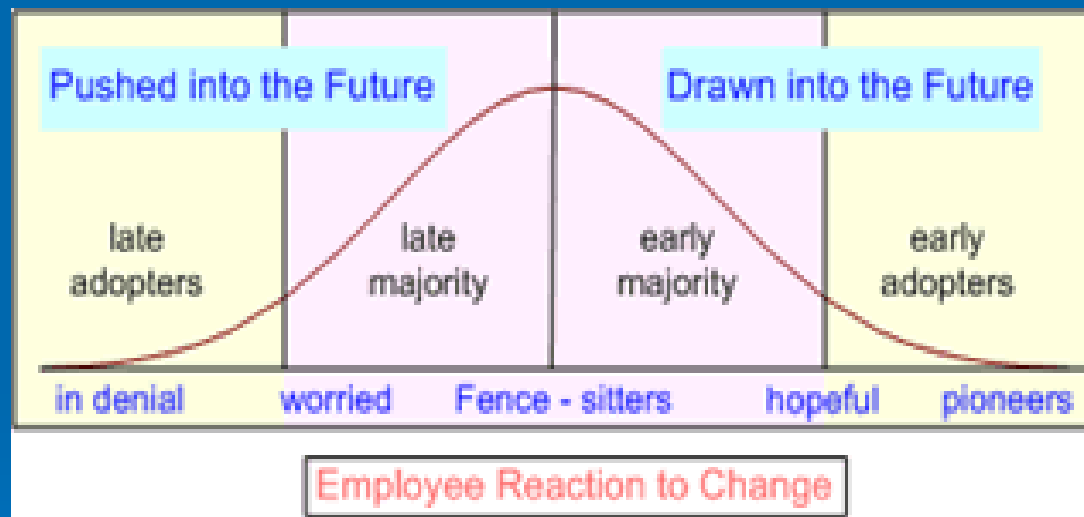
Cycles of Change Progress You to Your Mission

# Look further down the road!



- A key lesson of **defensive driving**  
And of **high performance race driving**
- Change management as given in  
proactive and reactive management
- Key tool in organizational performance  
and managing people.

# Most people don't like change



# A Framework for Planned or “On the Hoof” Change Management

## Six Steps In Change Management

1. Identify the reason for change
2. Build a coalition of supporters
3. Identify those who will block the change
4. Strategize to counteract blocks to the change
5. Communicate, Communicate, Communicate
6. Identify Every Small Success and Relate it to the Reason for Change

# 1. Identify the reason for change

- The reason has to be **compelling** and **logical**.
- You have to be able to present a case for it and keep referring back to this reason consistently.
- It helps if more than one person has developed the analysis and thinking and if a cross section of the organization is involved. (Its not always possible).



## 2. Build a Coalition of Supporters



- There will be key people at all levels of the organisation who see the validity of the reason for change and embrace it.
- It is important that you identify these people and nurture them as key supporters.
- You need to create these supporters in key areas within the organisation e.g. the board, senior management, external stakeholders and operations.
- Be aware of the relationships and communication styles of your supporters and utilize them.



### 3. Identify those who will Block the Change

- There will always be resistance to change and conflict associated with it. Accept this and prepare for it.
- Try to understand their motives - what are they trying to protect? If you can show that it will be protected it may help.
- Are they thinker or feelers? Relationship oriented or process people?
- What will work for different people?

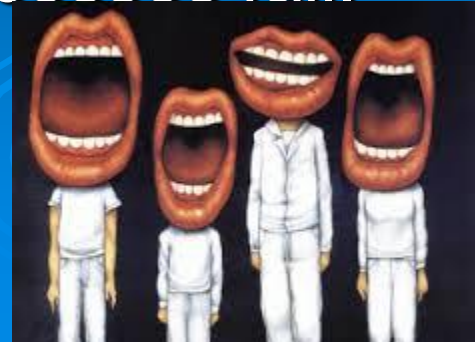


# 4. Counteract Blocks to Change

- Try to **persuade** – it works for many people. Sometimes others from the supporting group are best to do the persuading.
- Ultimately **you cannot allow blockers to stop change** if you really believe in its merits.
- So if persuasion does not work...
- **Go around over, under around or through the blocks** - if people won't come on the journey they have to get off the bus.
- Be **consistent, clear and resolute** that the change will happen. If the majority support you (which if your reason is right, they will) then you will succeed.
- Be prepared to **performance manage people out**. You will often find people who cannot or will not adapt to change start to become very obvious as change progresses.

# 5. Communicate, Communicate, Communicate

- You cannot communicate enough with all stakeholders in a change process.
- Communicate the rationale for change **until they tell you to shut up...** Then communicate again!
- Communication over a **considerable length of time** (years!) to bed the change in and cement it.
- John Kotter identifies lack of communication and the key reason why change processes fail.



## 6. Relate Small Successes to Reason for Change

- Every time something happens that supports the change, communicate about it and remind people that this demonstrates the reason why the change occurred.
  - E.g. we got this contract, a client said this about us, our financials are now like this, you look less stressed today ... anything!
- This all comes into communicate, communicate, communicate.

# Evaluate – Re Assess

- Are the reasons and conditions for change still relevant?
- Have new issues emerged?
- What unintended impacts have occurred?
- What pace does change have to be and what are the consequences
- Continue the process of Change management in the new re-assessed context