

As we learned in Module 12,
our stakeholders and their needs can change over time.
In fact, our jobs and priorities change over time.

*The next Module examines
how we as leaders
support and guide change
when it comes our way.*



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Module 13

Positive Change Management

Objectives

- Know that leaders must exemplify the characteristics and actions they want in their employees.
- Understand how organizational culture affects employee behavior.
- Identify the stages of positive personal changes.
- Be aware of techniques to promote personal change.
- Understand that leaders are the key element in producing positive changes in organizational culture.
- Understand the factors that promote or retard change.

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Willie Bradley

Deputy Director, Fleet Management

Effective Communication

What do we know about change?

- Change can be good or bad.
- Change is often necessary to progress or find lasting solutions.
- Many times change is met with resistance.
- Most of the time, change can occur if people understand the need for change and the change process.



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All change is not growth,
as all movement is not forward.

Ellen Glasgow

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Evaluating Change

Describe a recent change that has occurred in your life.

Would you describe the change as GOOD or BAD?

Did it come because you made the change?

Or did it come because someone else made the change?

Did you understand the change?

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Evaluating Change: Our Current Model of Thinking

How does it benefit **me**?

Was it **my** idea?

What will **I** have to do differently?



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Evaluating Change: A New Model

- What is the problem with our current model of thinking regarding change?
- Do you think we need to develop a different model of thinking regarding change?
- What criteria should we use when evaluating change?
 - Overall effect
 - Overall costs
 - Secondary and future impacts

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Positive Change? What Type?

Personal

Family

Friend

Spiritual

Position

Region or Bureau

Organization



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Personal Change

Why is personal change so painful?



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Reasons for Resisting Change

- Natural desire to be liked and not cause conflict
- Natural desire for familiarity with what we do
- Lack of self-confidence/esteem
- Lack of commitment
- Fear of unknown

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Stages of Personal Change

Stage One: Suffering



Stage Two: Insight



Stage Three: Having the Will



Stage Four: Change

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Creating Positive Change in Your Life

- Find something or someone to make change worth it.
- Make a firm decision to change and stick to it.
- Change your friends and surroundings.
- Change is gradual, so be patient.
- Seek help if you cannot do it alone.
- Experience success because it renews hope.
- Help free others from their bad habits.

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*Change is hard because people overestimate
the value of what they have—
and underestimate the value of what they may gain
by giving that up.*

James Belasco and Ralph Stayer
Flight of the Buffalo (1994)

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Organizational Change

What is keeping you from
intentionally making positive changes
in the culture of your organization or group?



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Organizational Change

- A change in culture is a primary way to change employee behavior.
- Leaders drive cultural change and are essential to it.
- Leaders shape behavior through their values and through the decisions, priorities, and promotions they make.
- Their values and priorities are directly tied to the rewards and punishments employees receive.

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Creating a Culture for Organizational Change

- Understand the history of the organization.
- Make personal changes before asking others to change.
- Develop trust with people in the organization.
- Solicit the support of “influencers” before the change is announced.
- Place the influencers in leadership positions within the change process.



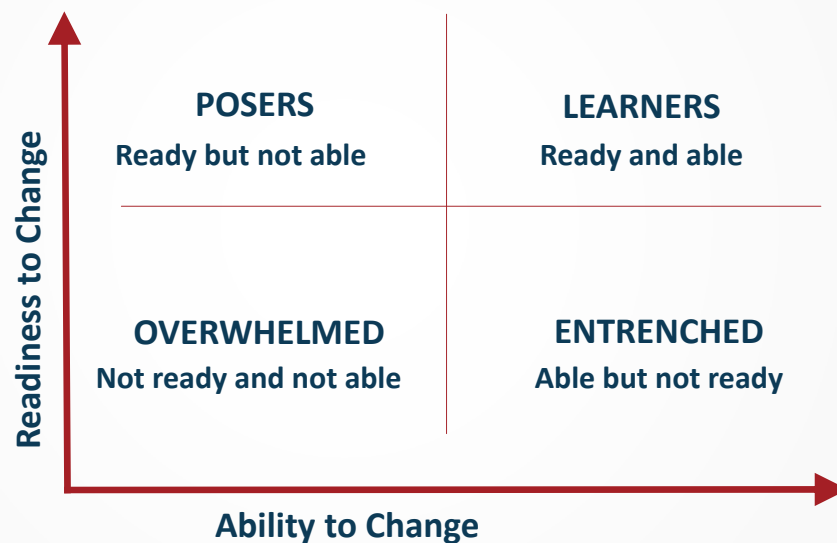
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Creating a Culture for Organizational Change

- Announce the change with a well-planned meeting agenda.
- Encourage influencers to influence others informally.
- Show people how the change will benefit them.
- Give people ownership of the change.
- Periodically check the level of support.

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Reactions to Change



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Reasons People Resist Change

- The followers do not respect the leader.
- If the leader is susceptible to personal criticism, positive change rarely results.
- Tradition may be a barrier to change.
- The purpose of the change is not clear.



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Reasons People Resist Change

- Change requires additional commitment.
- The followers' comfortable, normal routine is disrupted.
- Change creates fear of the unknown.
- Change creates fear of failure or loss of something.



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Reasons People Resist Change

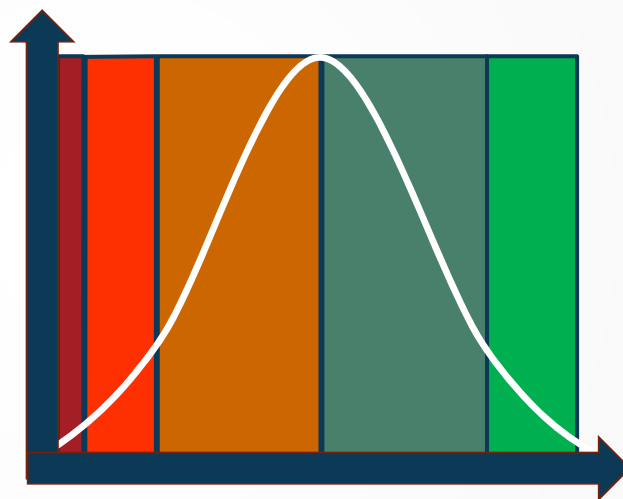


- The rewards do not match the required effort.
- Negative thinking prevents change from happening.
- Narrow-mindedness thwarts acceptance of new ideas.

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Employees and Change

- Innovators – 2.5%
- Early Adopters – 13.5%
- Middle Adopters – 34%
- Late Adopters – 34%
- Laggards – 16%



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Defining an Organization's Change Culture

- What behaviors are rewarded or punished?
- Who makes the decisions?
- Is the grapevine the primary source of information?
- Do leaders avoid conflict?
- Is the status quo the preferred choice?



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Defining an Organization's Change Culture

- Are employees responsive to requests?
- Is risk-taking encouraged?
- Is micro-management practiced regularly?
- Are employees involved in decisions that affect them?
- Are meetings action-oriented?

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Organizational Culture

Is your office or division/bureau --

- Transparent or secretive?
- Supportive or unsupportive?
- Focused on routine or on new endeavors?
- Empowering employees or just relying on annual raises?
- Filled with fear or with trust?
- Encouraging employees to be successful or to fear failure?
- Marked by effective communication or the lack thereof?

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Your Leadership Impact on the Culture

COLD

- Complacent
- Lacking imagination
- Passing the buck
- Not organized
- Not a risk-taker
- Insecure
- Defensive

HOT

- Not satisfied with the status quo
- Visionary
- Taking responsibility
- Organized
- Risk-taker
- Secure
- Flexible

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How to Turn Up the Heat

- Develop trust.
- You change first.
- Get input from others.
- Use “Influencers.”
- Give them ownership.
- Announce change early.
- Explain benefits.



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Final Thoughts

We must become the change we want to see. Mahatma Gandhi

Should you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks. Warren Buffett

Don't say you don't have enough time. You have exactly the same number of hours per day that were given to Helen Keller, Pasteur, Michelangelo, Mother Teresa, Leonardo da Vinci, Thomas Jefferson, and Albert Einstein.
H. Jackson Brown, Jr., *Life's Little Instruction Book*

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