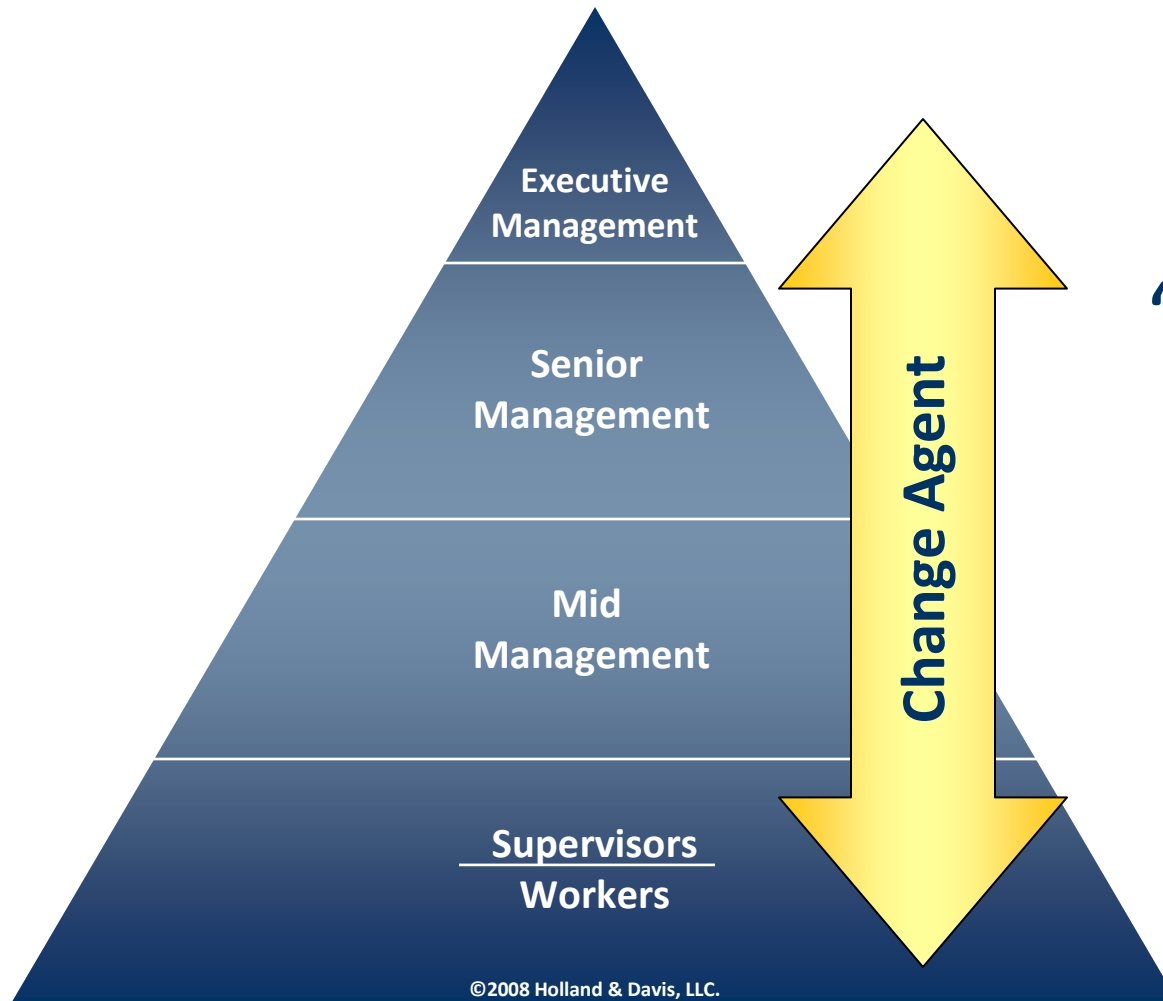


Managing Organizational Change

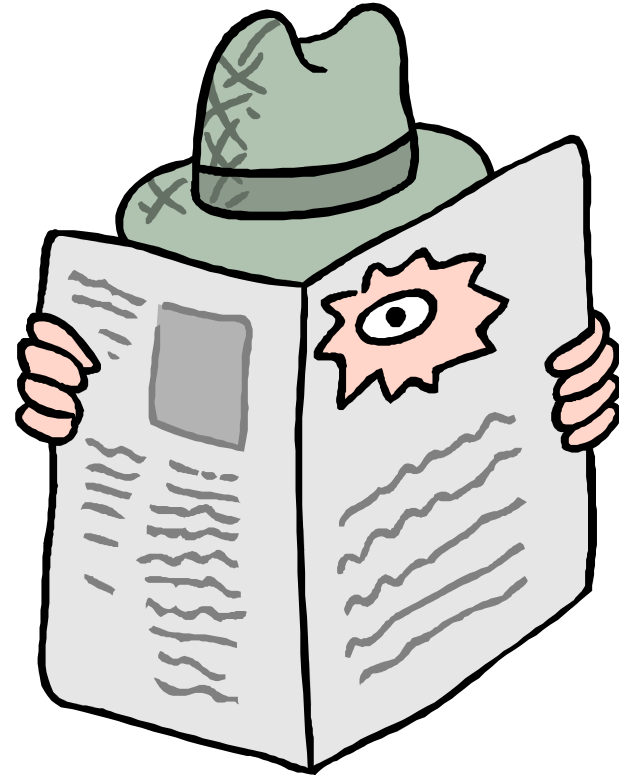
The Change Agent



“The Wizard Behind the Curtain”

What is a Change Agent?

- Person Tasked with Creating Needed Employee Behavior Change
- Organizational Change Expert



What is Change Management?

- What's out there?

Employee Change

- Stages of Transition
(e.g. Impression .. Compliance)
- Stages of Grief
(e.g. Denial .. Acceptance)
- Employee Checklists
(e.g. Awareness, Desire, etc.)

- But how?

- The employee transition is simple (Our model is Ready, Willing & Able - the simplest one we know)
- But that's only a part of the picture; it's the desired result
- Getting there usually takes more moving parts
(Organizational Change)

Organizational Vs. Employee Change

- In large organizations, there are four separate leadership functions involved in change.
- The picture for smaller organizations can be much simpler.



Organizational Vs. **Employee Change**

- One employee or group of employees
- All report to a single direct manager (“supervisor”)
- This is individual performance management.
- A simple employee behavior model (like RWA) is all that is needed

Supervisor

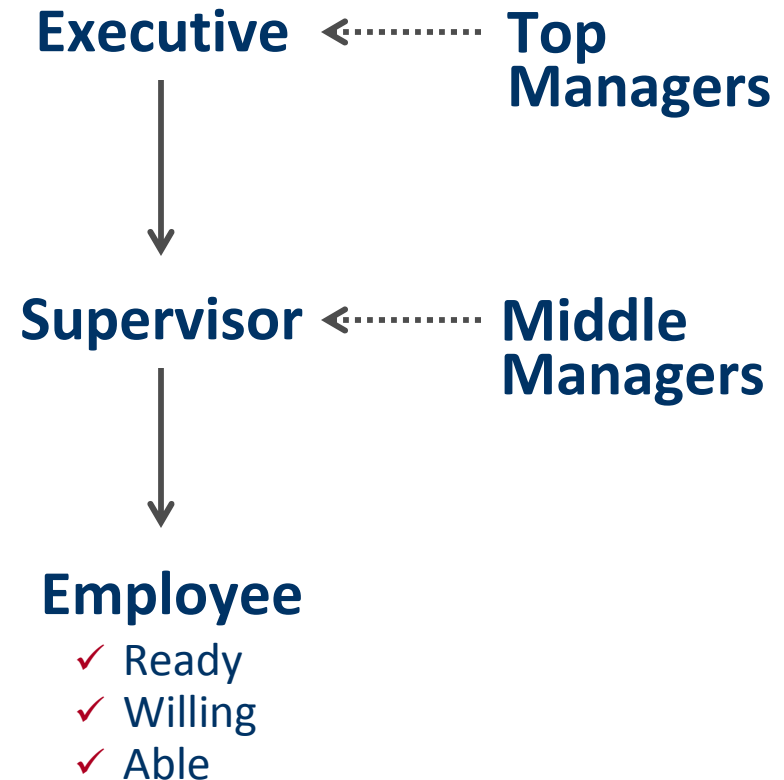


Employee

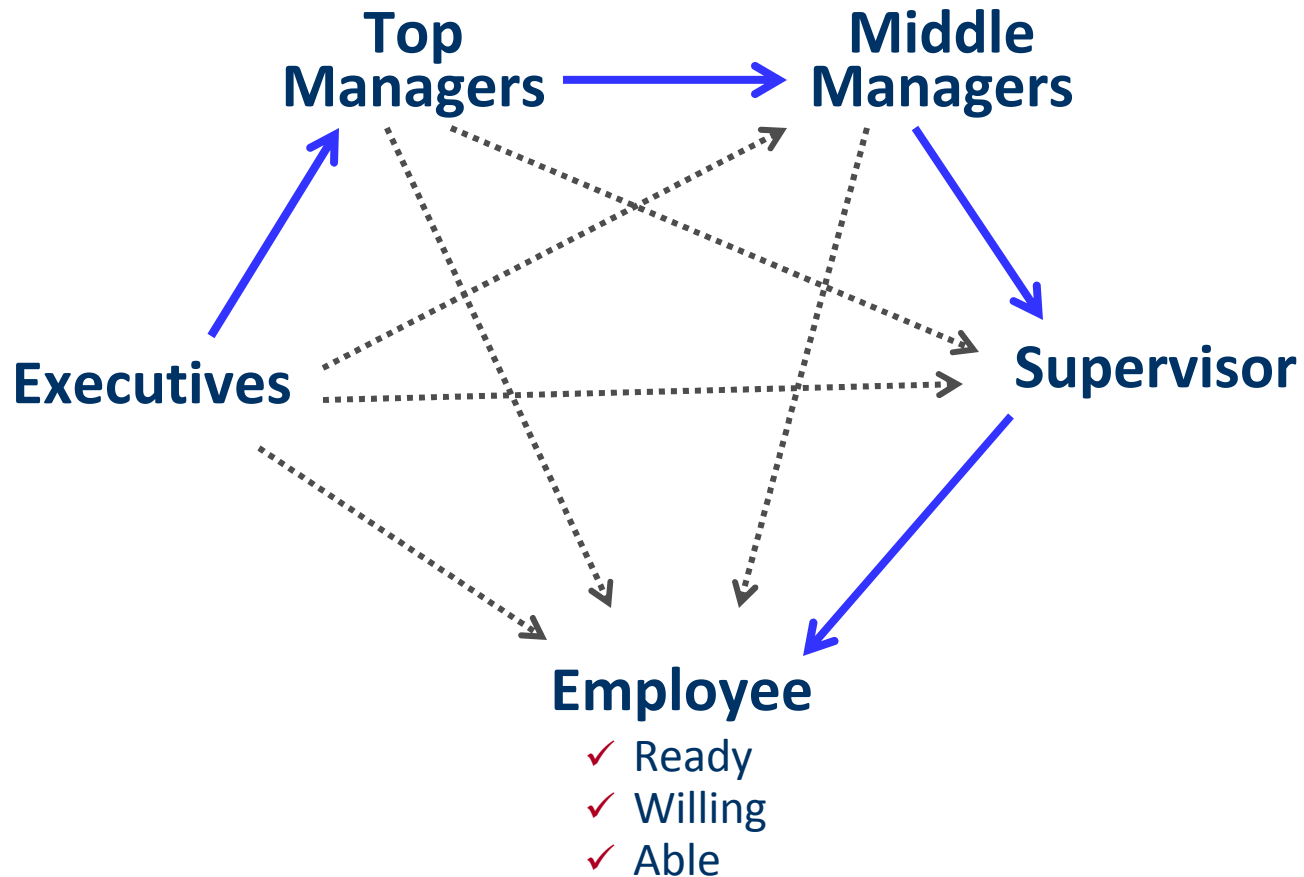
- ✓ Ready
- ✓ Willing
- ✓ Able

Organizational Vs. Employee Change

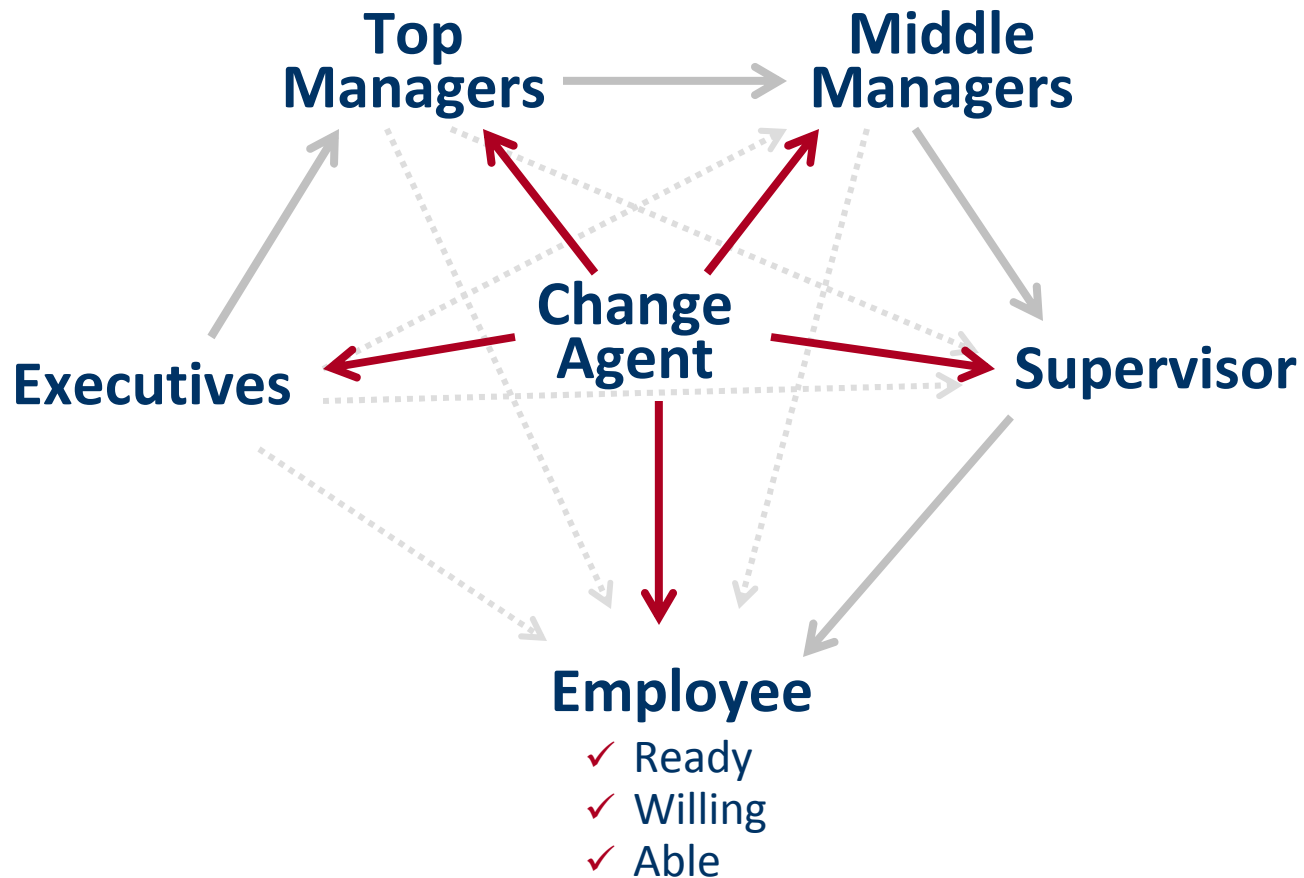
- Multiple groups of employees & multiple supervisors
- One top leader / owner (“executive”)
- This is organizational change
- Some of the roles collapse since there are not that many players



Organizational Change

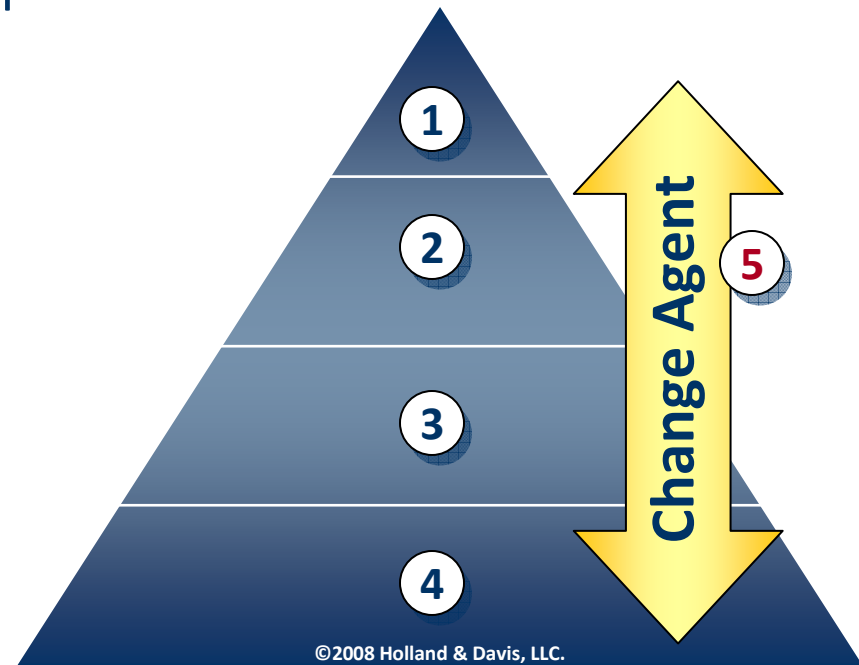


Organizational Change



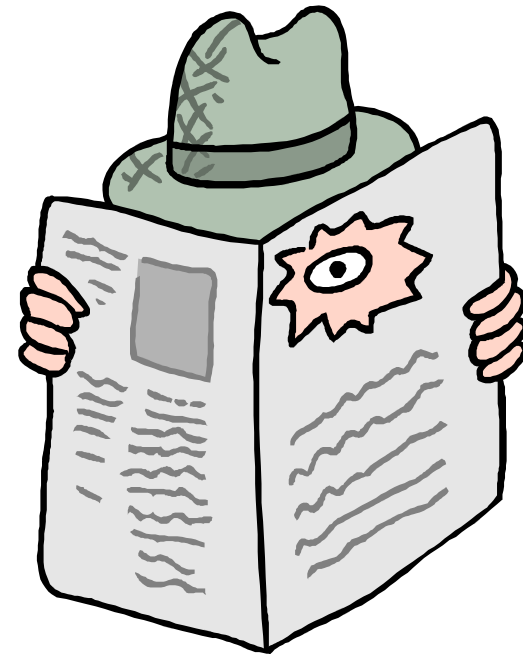
The Change Expert

- Successful organizational change is about coordinating the four different leadership roles in an organization to produce employees that are Ready, Willing, & Able to Change
 1. Executives
 2. Top Managers
 3. Middle Managers
 4. Supervisors / Employees
- Knowing all the parts for all the players, even better than they do... **plus a bit more!**



Who is the Change Agent?

- Typically..
 - Project Manager
 - Program Manager
 - Change Expert / Manager
 - Volunteer
- **Not a Top Executive**
 - Not a person with the authority to do everything that needs to be done



The Wizard Behind the Curtain



- Typical Job Duties
 - Process Redesign: Group Facilitation
 - Communication: Writing
- Having Skill Versus Finding Skill
 - Training Development
 - Incentive Redesign
- Example: Demonstrating Executive Support
 - President versus VP versus Mayor of Big Cane
 - For Showing Face, you are the wrong person
- Design Communication
 - Writing Scripts, Presentations
 - Richard Nixon on the Beach
- Choreograph action
 - Orchestrating Meeting and Events
 - Cities to visit in an election

Managing Upward

Do they get it?

- Underestimate difficulty
- Enforcing compliance
- Delegation Problem
 - Not enough attention
 - Not enough visibility
 - Not enough conviction



Managing Upward



- Savvy Diplomacy
(King Vs. Minister)
- We Don't Get to Pick the King
 - We few; we happy few.
 - Let them eat cake
- Use What You Have To Best Advantage
(Elisabeth I vs. George III)
- You are Not the King!
 - Kings have their own minds
 - Don't overstep your own authority
 - Respect for the crown
 - Too much control can be a bad thing

Are You Among the Walking Dead?

Have a True Understanding of Your Own Situation

- Do you have any support or credibility?
- Is your resource level an insult?
- Were you chosen because you are strong or because you are weak?
- Do you face opposition that will likely squash you like a bug?
- If push comes to shove, will you be the first one under the bus?



Are You Among the Walking Dead?

- Pick Your Battles Carefully
 - Lower Your Expectations
 - Find Something Winnable
 - Consensus
 - Support
 - Short Duration
- Re-negotiate
 - Have a back-up plan
 - Be Honest & Demand the Same
 - Explain why this won't work
 - Make a Counter Offer
 - If need be, bow out gracefully
- Maintain Dignity & Credibility



First Your Project, Then the World



**Change
Project**

VS.



**Change
Environment**

First Your Project, Then the World



Change Project

- Resources are Scarce
 - Focus on project needs
 - Be frugal and limit scope
 - Achieve something
- Practical Project Design
 - Highly achievable
 - Tangible result
 - High impact

First Your Project, Then the World

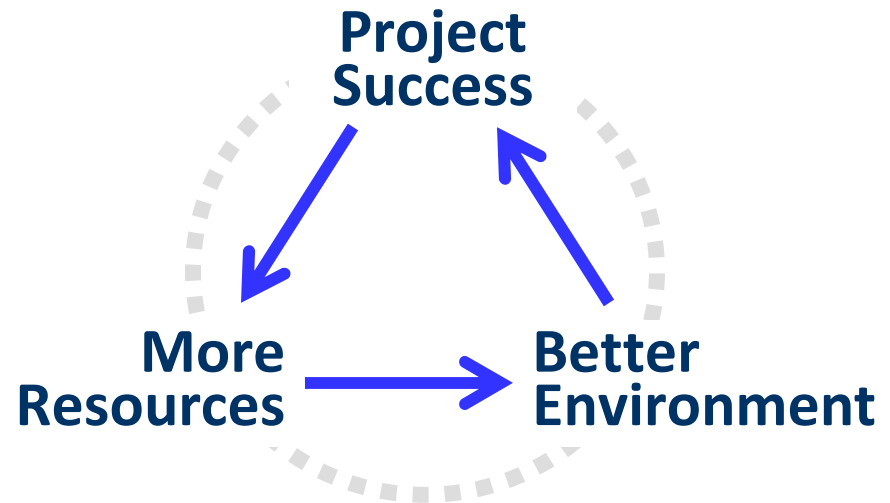
- Only Executives Can Improve the Change Environment
 - You can't lead from the bottom
 - Exert influence
 - Demonstrate success
 - Don't over-invest
 - Be patient
- Look for Natural Allies
 - HR, T&D, OD, etc.
 - Co-opt resources for change
 - Offer yourself as role model



**Change
Environment**

First Your Project, Then the World

- Public Relations
- Build A Track Record Of Success
- Blow Your Horn
- Win Hearts & Minds



Focus on Specific Projects with
Tangible Results

Change Agent in a Nutshell

- A Change Agent is a person tasked with creating needed employee behavior change
- Successful organizational change is about coordinating the four different leadership roles in an organization to produce employees that are Ready, Willing, & Able to change
- Good Change Agents know how to manage upwards effectively.
- Only successful change projects can fuel long-term improvement in an organization's change environment.

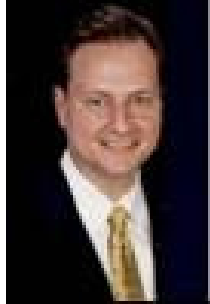


Change Agent

- Assess your situation to make sure it's not doomed to failure.
- Use the change assessment tools here to fortify your own change project.
- Identify natural allies you can leverage to help improve the change environment.
- Start becoming a change expert by studying all aspects of organizational change.



Thank You



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Your comments & suggestions
are welcome.



A Wild Ride

- Congratulations on a Great Career Choice
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