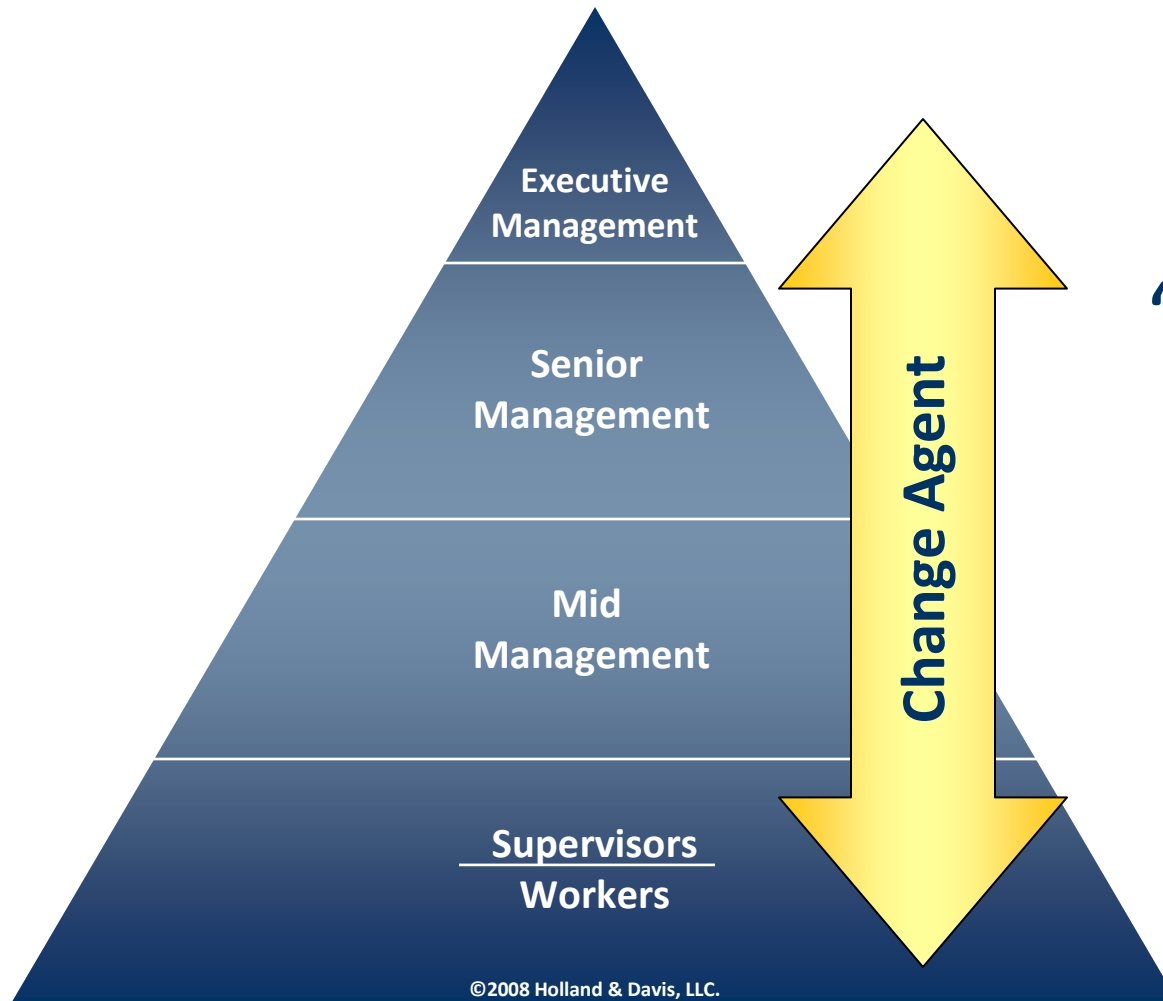


# Managing Organizational Change

The Change Agent

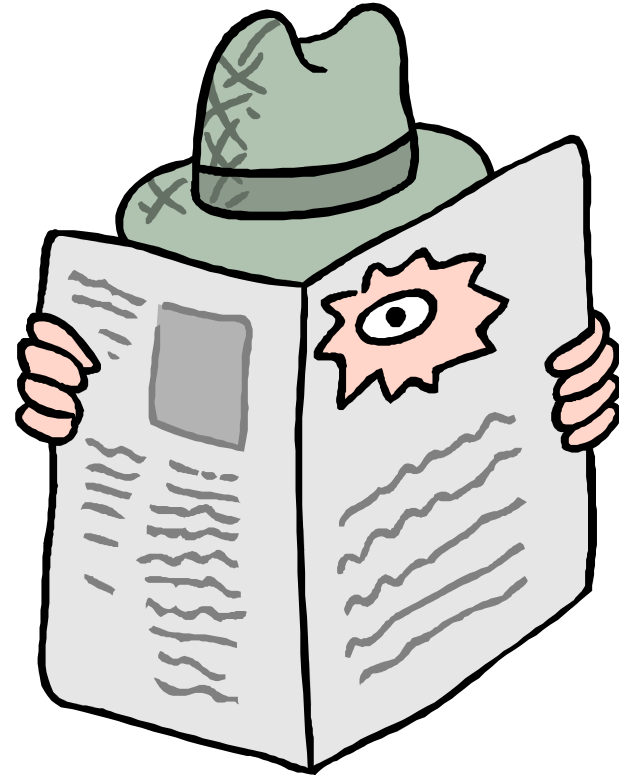


“The Wizard Behind the Curtain”

# What is a Change Agent?

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- 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**



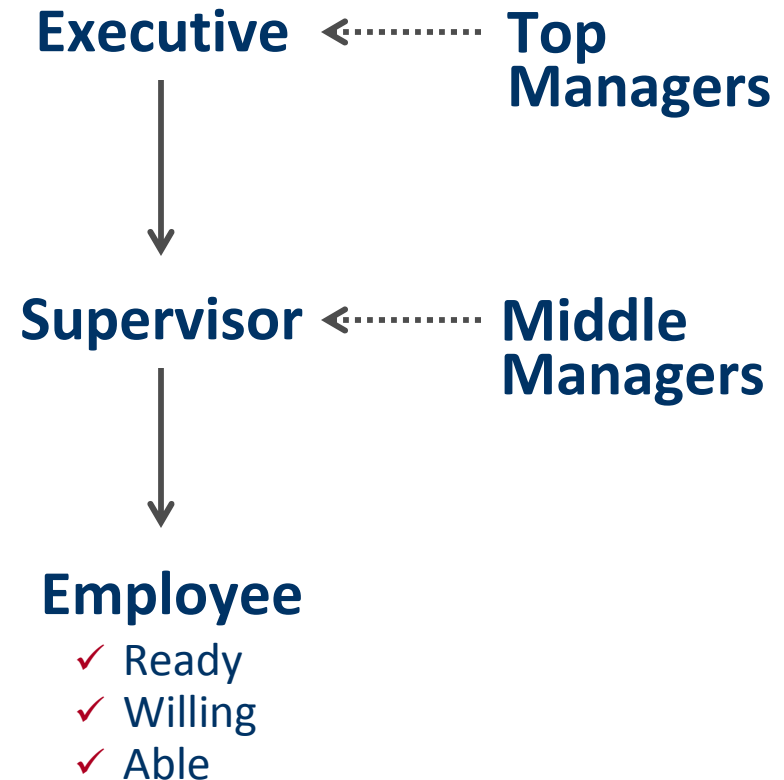
**Employee**

- ✓ Ready
- ✓ Willing
- ✓ Able

# Organizational Vs. Employee Change

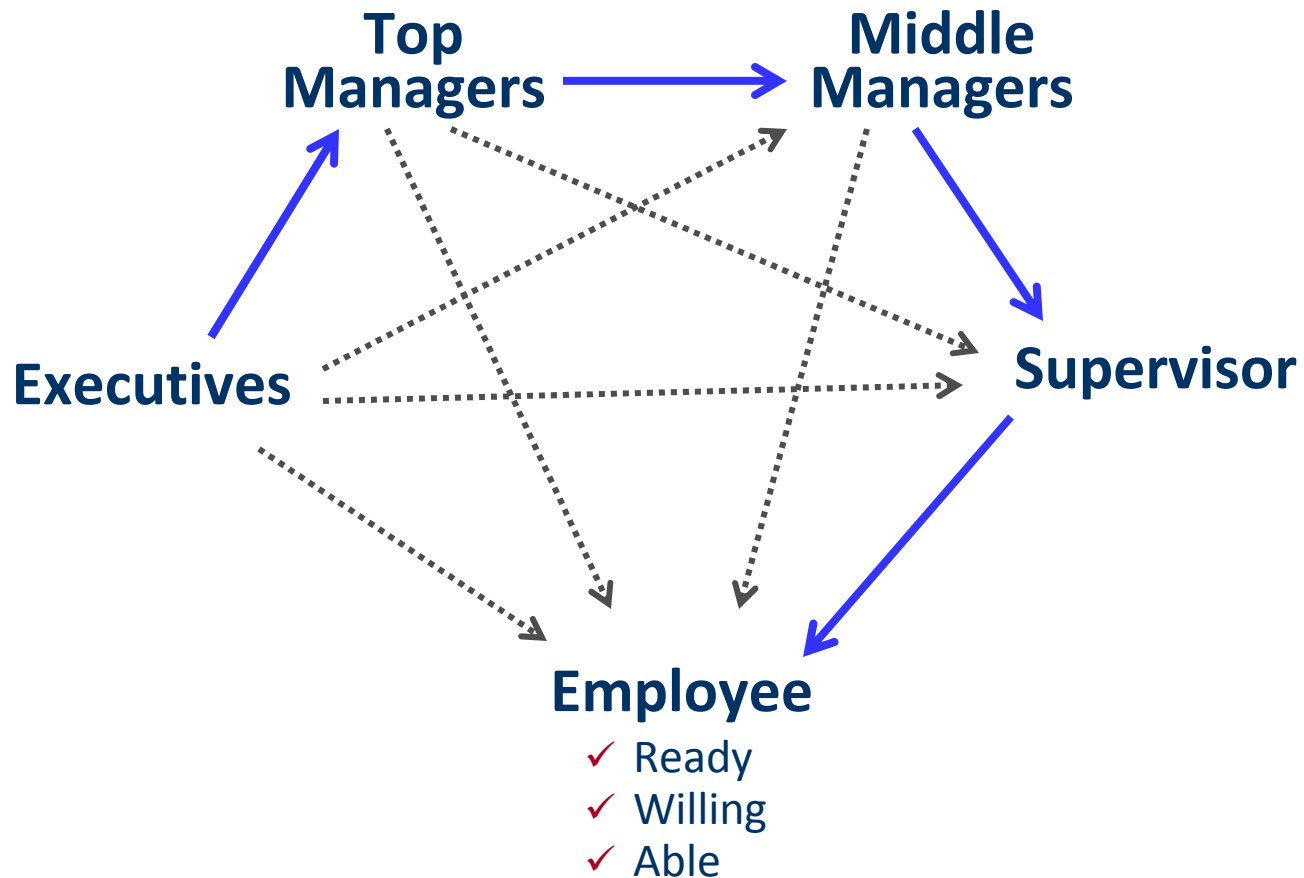
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- Multiple groups of employees & multiple supervisors
- One top leader / owner (“executive”)
- This is organizational change
- Some of the roles collapse since there are not that many players



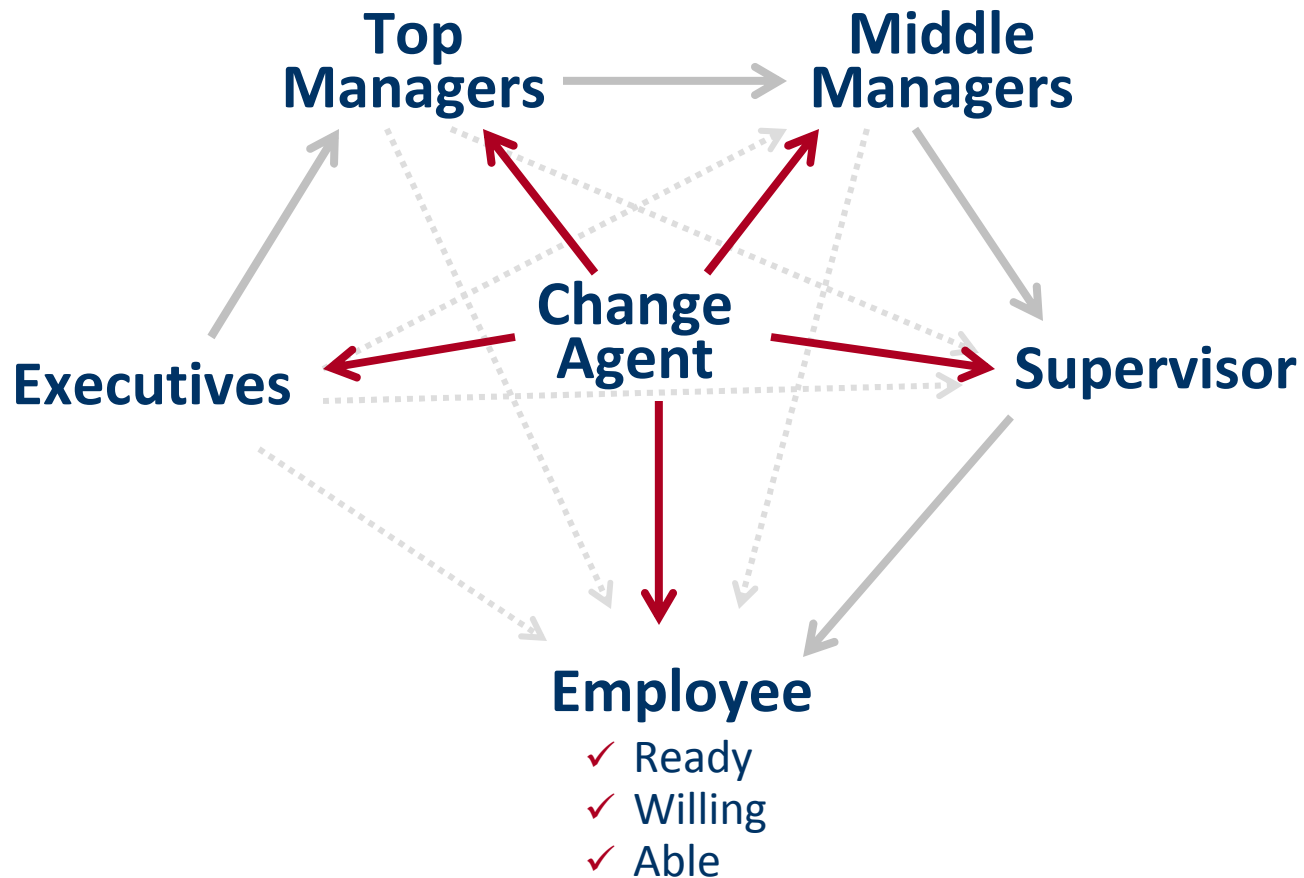
# Organizational Change

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# Organizational Change

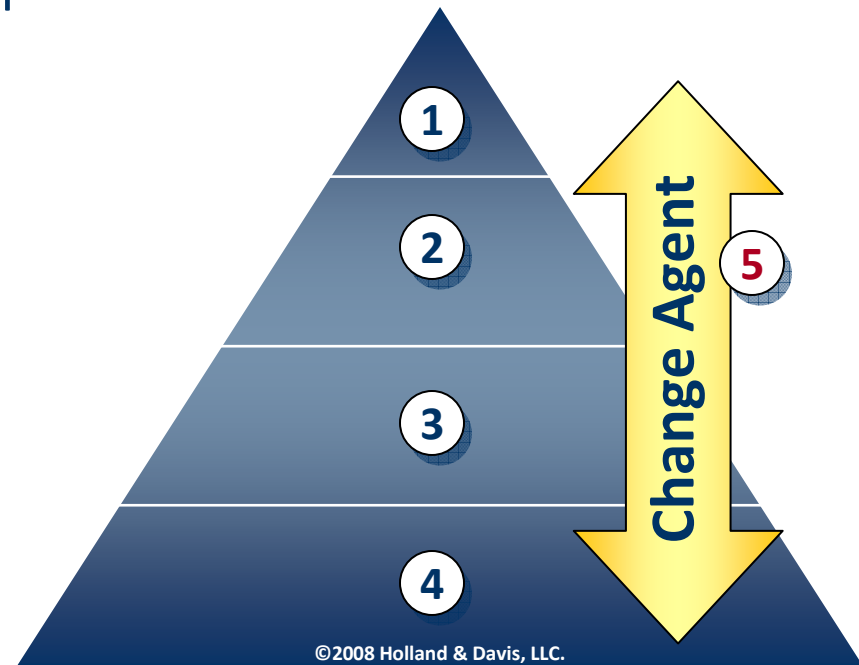
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# The Change Expert

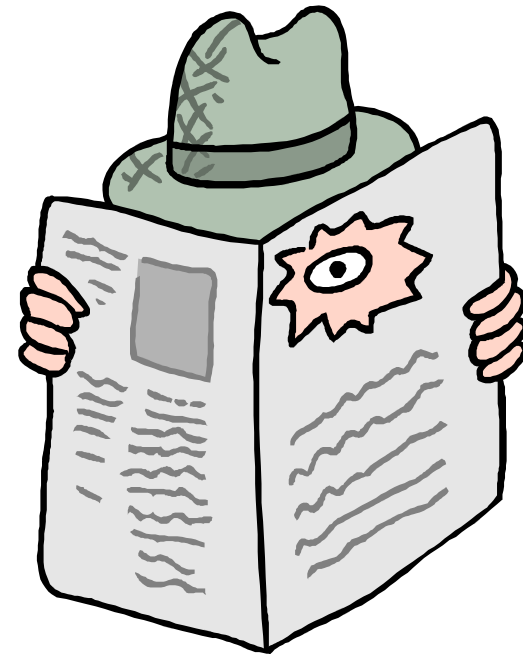
- Successful organizational change is about coordinating the four different leadership roles in an organization to produce employees that are Ready, Willing, & Able to Change
  1. Executives
  2. Top Managers
  3. Middle Managers
  4. Supervisors / Employees
- Knowing all the parts for all the players,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



# Who is the Change Agent?

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- 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

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- 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?

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## 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

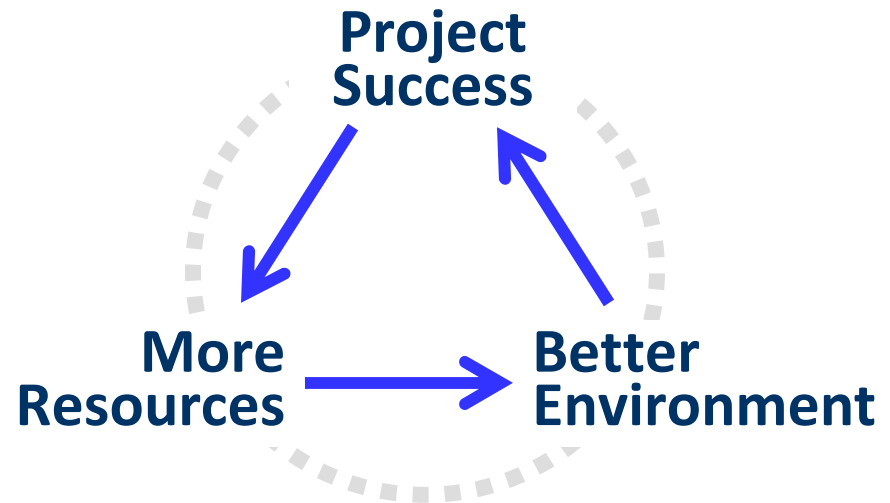


**Change  
Environment**

# First Your Project, Then the World

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- 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

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- 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

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- 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.



# A Wild Ride

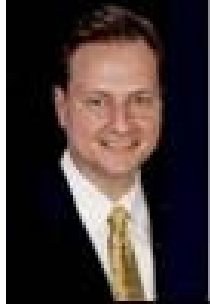
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- Congratulations on a Great Career Choice
- Register for Access to the Change Management Library  
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# Thank You

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Your comments & suggestions  
are welcome.



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