

## Change Management and The Control Imperative

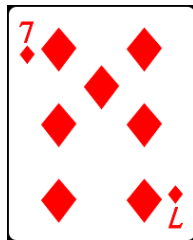


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## The Best Hand

- Pick two cards off the top of the deck—take what you get, don't search for your cards
- At your table, come up with the best poker hand (5 cards)
- Go to the 'river' and either keep or discard one of your cards

## The 'River'



## The Best Hand

By the way, did I tell you the name of  
the game is Chicago Low  
Ball...worst hand wins?

## In the Beginning...



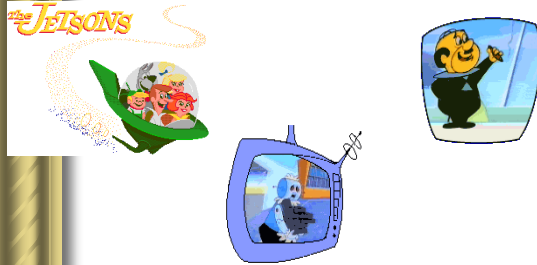
There is always an ending....

## Riding the Roller Coaster



It's not the roller  
coaster (change)  
that costs us the  
most, in terms of  
time and  
anxiety...it's the  
waiting in line.

## The 21st Century



### What we thought...

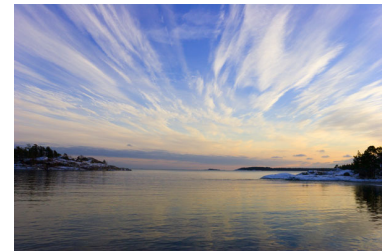
*“Thought there would be an end to war, poverty, disease, cavities, ATM charges...”*

*“Would never end up sounding like my mother or father!”*

*“We’d work a 10 hour work week. Where are those robots?”*

### Some of the Real Mindbenders

- We’d pay 580% more for tap water in a plastic bottle (our great grandparents called them canteens and they were reusable)
- Folgers and Maxwell House never envisioned the public would be willing to pay more for a cup of coffee than for a pound of it.



*“Never mistake the edge of your rut, for the horizon!”*

Joel Barker

### Change Happens Instantly

- “It doesn’t work to jump a 20 foot chasm in 2 ten foot leaps”
- Changes of any sort no matter how well intentioned or justified, succeed or fail on the basis of whether people affected do things differently
- To do things differently, people must believe the benefit will outweigh the cost

### Common Mental Mistakes

- We hate change—we actually love change in the things we love, hate it in the things we are comfortable NOT worrying about.
- Dr. Kanter, author of 15 books on change: “personally I hate change, but I love renovating my house.”
- We don’t ‘change’ things we care about—we improve them.

## Common Mental Mistakes

- **Paralyzed By Possibilities**
  - Sid Barrett Syndrome: Had so many options, picking any one of them might reduce the rest, so he did nothing but sit in his room
- **Cycle of Limitations**
  - “Have to have an education to get a job, have to have a job to get an education”

## Why Change Efforts Fail?

- **Poor Design**
  - Failing to identify processes used to get work done
  - Relying on a ‘silver bullet’ slogan (outcome: better customer service)
  - Not addressing the ‘vital behavioral’ changes

## Why Change Efforts Fail?

- **Poor Communication**
  - Must explain the driver for change clearly
  - What are they currently doing that they should keep doing
  - What specifically must be done to meet the change directive

## The Magic Wand

If you could change anything at work, what would it be?

- The list will include circumstances and conditions you will have no control to change
- The list will not have personal things to change (attitude, performance, new skills, etc.)
- The list will be about everyone else

## Three Stages of Organizational Change

1. **The driver (reason) for change explained, designs a response and establishes goals (process, not outcomes).**
2. **Change occurs: this is how we do business from this point forward.**
3. **Transition from what was lost to what was gained—new realities, new identity, renewed purpose.**

## Four Phases of Transition

- **Honeymoon**
  - Excited about the new environment, though apprehensive...what did I get myself into? The end and beginning
- **Homesick**
  - Letting go of old ways and old identities.
- **Hideaway**
  - Creating walls of isolation, reinforced by comparison. Nostalgia sets in.
- **Home**
  - New identity, new energy, renewed sense of purpose

## The Control Imperative

- We don't worry about what we have always controlled
- When control is wrested or taken from us in one area, we will seek it in another
- Twila Hanna—More than a survivor

## Professionally and Personally

- People are successful for only 2 reasons:
  - Motivated to be so
  - Able to do so
- Dr. Anders Ericsson,
  - Why is there a 45/55% split?
  - Prediction: Based upon how a person answered only answered one question
  - “What are you deliberately attempting to do today?”

## Dedicated to a Process

“You don't navigate the mighty Mississippi from beginning to end; you simply navigate it point-by-point”

River Boat Captain

“You don't master the dance, you just have to remember each 8 count”

Bethany Estey, Dance Coach

## Tide Detergent Syndrome



## The Risk to Management

When managers do not tell others specifically what will change or what needs to be changed, they will get three reactions:

- People will try to do everything at once—old and new, until they burn out or break something
- People will decide for themselves what to keep and what to throw away, leading to chaos and inconsistency
- People will throw everything in the past away, the baby with the bath water.

## Employee Statements

23,000 employees from random companies, undergoing a major change initiative:

- Only 37 percent said they have a clear understanding of what their organization is trying to achieve.
- Only one in five was enthusiastic about their team's and their organizations' goals.
- Only one in five said they had a clear “line of sight” between their tasks and their team's new organizational goals.
- Only 15 percent felt that their organization fully enables them to execute key goals.
- Only 20 percent fully trusted the organization they work for.

## Employee Statements

If a soccer team had these same survey scores:

- only 4 of the players on the field would know which goal was theirs,
- only 2 of them would care,
- only 2 would know what position they play
- and all but 2 would, in some way, be competing against their own team rather than the opponent.

## The 'Bad Movie' Process Improvement Sessions

- "In Your Bedroom":
  - No positive outcome, no redeeming qualities, a general feeling of helplessness
  - Some 'brainstorming' or lessons learned sessions are exactly like that: where we've failed, how we failed, and how to keep from failing again.
  - Use of Appreciative Inquiry

## Appreciative Inquiry

- Make the questions about the things that went right, not wrong.
  - "What do we do that is making our customers unhappy with our service?"
  - Better: "What is it about us that customers like?"
- During change initiatives, it is about improving upon success, rather than trying to correct failure.

## Appreciative Inquiry

- Make the questions positive (success versus failure)
- Share positive stories about the organization
- Compare themes or 'continuity strings' between these success stories
- Create the Future: which of these are worth pursuing for the best Return on Investment

## Making Transition Work

- Avoid the "New Improved Tide Soap" Syndrome
- **Specify the Nature of Change**
  - Outcome-based slogans and themes don't work
    - "Better Customer Service" is not the same as "decreasing the preparation time in developing work packages on mission critical work by \_\_\_%"

## Making Transition Work

### Explain Why

- "Realignment of Resources" is not an explanation
- "Helping others focus on their mission while we focus on ours, by treating 'support work' as equally important to overall project completion. We do what we do best, they will then be able to do what they do best."
  - Research by Kepner-Tregoe: Managers spend so much time studying and dissecting the facts, they forget their employees don't know them.

## Making Transition Work

- **More meetings not fewer— factual information given bit by bit, in shorter time frames, develops trust and reduces rumor and anxiety**
- **“Change happens at the emotional level, not the rational level. Informal meetings with employees can go a long way.”** (W. Bridges, Transitions)

## Making Transition Work

**As soon as possible, share success stories that specifically identify processes that were improved, goals that were met (but only if you can share how they were met).**

- **“Since our change in contractors, we have improved our safety and productivity” without an immediate “by (the process)” will never be believed or celebrated by those most affected by change.**

## The Real Challenge

**We do not succeed by first inventorying our resources, but by an accounting of our resolve**

