How To Implement Organizational Change
2 hours

Lynn E. Lawrence, CMSgt(ret), USAF
CPOT, ABOC, COA, OSC

Objectives

- Identify The Need For Change
- Strategic Leadership/Management
- Explain why change is so difficult
- Why And How To Manage A Project
- How To Implement A Project Schedule
- Monitoring/Controlling The Project
- Readjusting
- Finalizing the change

Exercise: Part 1

Write down the last bad change that occurred in the office where you work

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The Basics – Start to finish

- What do you want to do
- How do you plan to do it
  - Operational, marketing, deployment
- What resources will you need
  - Cost (operational + capital)
  - Required resources (equipment, manpower, supplies, space, etc.)
- How long will it take
- How will you monitor and control it
- Mitigate the risk involved
- What are the deliverables that identify task completion
- How will you close the project

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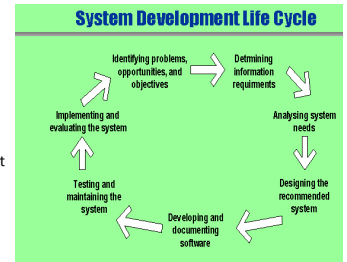
Attributes of a Project

- Driver – Why are we doing this?
- Source – Who decided to do this project?
- Customer – who will benefit from this project?
- Degree of certainty – what we know now/later impact
- Expected outcome – what is expected/how will it be measured… profits, market impact

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Project Attributes Cont…

- Organizational reach – what areas will be involved?
- Scope – how big is it?
- Degree of complexity – the extent integration is needed with other projects or areas
- Strategic level – strategic or tactical, how does this integrate into the overall strategy of company?

Phases of A Project
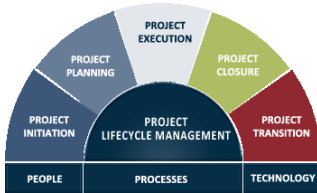
- Initiating
- Planning
- Execution
- Monitoring Control
- Closing (sealing the deal)

Identifying The Need For Change

- Organizational Direction
  - Mission
  - Vision
  - Goals
  - Strategic / Operational Strategy
- Where does the propose change fit into the organizational strategic and operation plan
- Where does the change fit into the plan?
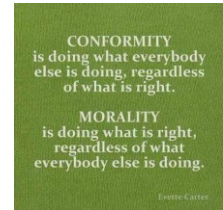
Establishing The Need For Change

- Problem-Driven – overgrown your space
  - Problem is a gap between a actual and desired conditions

- Opportunity-Driven – equipment (market trends)
  - Opportunity is a gap between current conditions and a desired future state

- Mandate-Driven – compliance (HIPAA, OSHA, Insurance)
  - No options exist, a deficit needs correction, a legal or moral issue

Why is change so difficult?

Who is in charge?

Beckhard's Transition Model

Current State	Transition State	Future State
•Familiar •Comfortable •Can be controlled •Roles are understood	•Letting go of the old •Taking on the new •Changes everywhere •Feelings of -- loss, depression, gain, exhilaration	•Unfamiliar, risky •Unknown • Controls not understood •New roles

Beckhard 1977, 1987

John Kotter's "Leading Change" Book

Eight steps to change:
• **1. Establish a sense of urgency.**
• **2. Create a guiding coalition**
• **3. Develop a vision and strategy**
• 4. Communicate the change vision
• 5. Empower broad-based action
• 6. Generate short-term wins
• **7. Consolidate wins and produce more change**
• **8. Anchor new approaches into the culture.**

Kurt Lewin's 3 Step Organizational Change

• Unfreeze the current situation – make them want to change their behavior … what precipitated the need?

• Create change – establish new behaviors – movement takes place after employee buy-in to the change

• Refreeze – making new behaviors stick -

The Heart of the Organization

• Core Values
• Ethical Leadership
• Problem Solving
• Diversity
• Readiness Levels
• Stress level

Core Values

• **Integrity** – is accountability, honesty, humanity, openness, and courage
• **Service before self** – identifies discipline, faith in the system, rule following
• **Excellence in everything** – sense of community, personal excellence, operational excellence

Ethical Leadership

• Provides direction
• Sets an example for subordinates
• The cornerstone of character
• Prudence first, justice second
• Professional relationships which are critical to good order and discipline

A leader IS SOMEONE WHO CREATES BREAKTHROUGHS. OTHERWISE YOU'RE A MANAGER – *Tony Robbins*
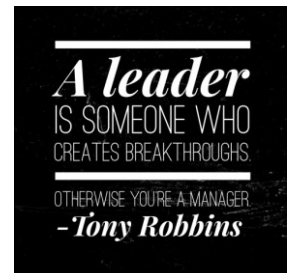
Exercise: Part 2

What was the result of the bad change?

Preparing Leadership

Problem Solving

- General statement
- Analyze the problem – gather data, no action at this time
- What is the desired impact
- Possible solutions – avoid judgment, brainstorm
- Select the best possible solution
- Develop a plan of action
- Implementation/evaluation
- **Those affected by the change must be represented**

Employee Readiness Levels

- R1- unwilling/unable …insecure

- R2 willing/unable … confident

- R3 unwilling/able … insecure

- **R4 willing/able … confident**
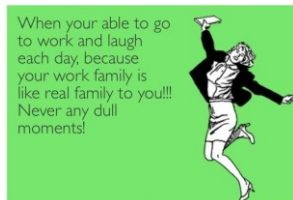
Expect Resistance To Change

- **Logical**
  - The unknown
  - Something new
  - Uncomfortable with change
- **Illogical**
  - The doesn't make sense
  - This is the way we have always done it
- **Group-based**
  - We don't want to do it
  - Perceived resource issues
 - Burger King Mentality

The need for communication:

- How receptive would you be if you heard through the grapevine that someone you didn't know was going to redesign your job and possibly do away with it without asking for your input?

How not to make change!

- **Provide visionary leadership that enables the process, rather than top-down, command-and-control micromanagement that inhibits it**

- **From the bottom up**

- **Without leadership/management control**

Stress Levels

- Physiological: effects on the body

- Psychological: effects on the mind

- Behavioral: outward manifestation

- Extra-organizational: family, financial, marital
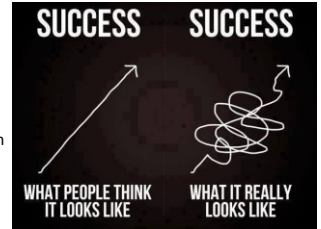
Personal Profile System

Recommend personality testing …
- **Dominance** – impatient, stubborn, poor listener, controlling
- **Influence** – crushed if not liked, social butterfly, optimistic
- **Steadiness** – team-player, harmonious, stable, loyal, helping
- **Conscientious** – motivated by recognition of work, rewards, compliance, quality, accuracy
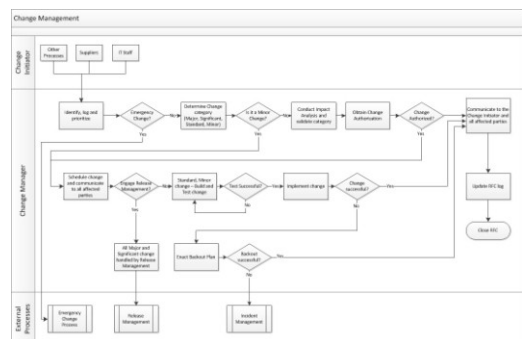

What is the plan?

- The plan must be connected to the vision and mission of the organization
- The focus must not be 100% inward, but must have an outward focus as well
- Must be communicated on the planning side to those being impacted


Exercise: Part 3

Why was the change necessary?

What difficulties do you anticipate in making the change?

Who are the CAST: make your own slide

- **Champions**: Those that believe in and want the change, but may lack the sponsorship to drive it
- **Agents**: These will have the implementation responsibility. Performance is evaluated on the success of implementation
- **Sponsors**: Authorized and demonstrate ownership for the change or reinforce the changes at the necessary levels
- **Targets**: Change behavior, emotions, knowledge, perceptions, etc.
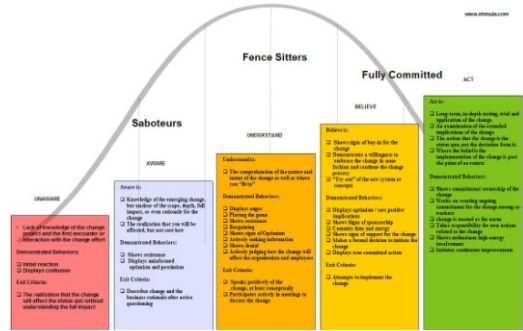
Project Management

- Project Management is doing the right thing in the right way
- We need to see the problem or need to develop a solution
- What are the drivers of the project
- Every proposed project is not the right solution
- What are the opportunities for improvement
- What are we doing to prevent future problems
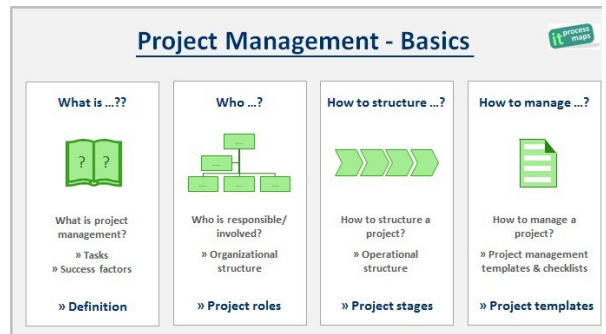
Questions that must be answered:

- Why the need for Change?

- What is the expected benefit of Change?

- How will the change be implemented?

- Who will monitor the change?

Exercise: Part 4 – Contrast good vs bad

What was the outcome? Did you abandon or modify your efforts?

Organizational Norms/Design

- Positive norms that supports the organizations goals: hard work, loyalty, quality, customer focused

- Negative norms that detract from the organizational goals: criticism of the company, absenteeism, low productivity

- Design includes: strategy, environment, size, technology, matrix, communication, worker input

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Exercise Part 5 Application of principles

What went wrong in your original office scenario? How was the need for change addressed?

Decision Analysis

- Decision statement
- Must vs wants
  - Must- cannot deviate from requirements
  - Wants – desired state
- Compare alternatives – generate ideas through brainstorming
- Conduct risk analysis – if alternative don't fit start over


Change Management Functional Areas

Exercise: Part 5

Write down the last bad change made in the office where you work

Problem Solving

- General statement – expectations
- Analyze the problem – gather data
- Possible solutions: avoid judgment
- Select best solutions: must/wants
  - Establish end state, risks analysis
- Develop plan of action
  - Steps, timelines, Gantt chart
- Implementation/evaluation
  - Free float if necessary
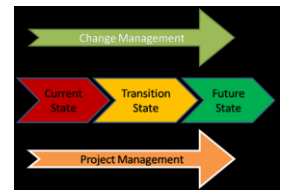
Monitor Change

- Communicate expected positive results of the change to the people making it.

- Reward change. Positive change in behavior is more likely when correct performance is rewarded than it is when incorrect performance is punished.

Quality Control and Periodic Review

Evaluate if the need for change has been met, how it was implemented, and regularly review the change requirements

Motivation/Morale/Rewards

- Systemic
  - Everyone gets the same thing
- Supervisory
  - Leadership driven
- Personal
  - For the individual on individual efforts

Conflict

- Assertive
  - Competing: quick decisive
  - Collaborating: win-win, incorporate, no compromise

- Non-assertive
  - Compromising
  - Accommodating – social credit
  - Avoiding – trivial issues, will not satisfy concerns, disruption vs benefits

Change

- Unfreezing
  - Creating a need for change
  - Technology, tasks, structure, people
- Changing
  - Action takes place, tests, monitor, review
- Refreezing
  - Locking in expected outcomes
  - Reinforce norms
  - Study lessons learned

Project Success Factors

- Clear and Shared Purpose and Goals
- Motivated project team and stakeholders
- Unfailing customer orientation
- Adequate support and resources
- Clear roles and responsibilities
- Attention to planning
- Standardization can add value

3 Cautions to Standardization

1. One size does not fit all (no cookie-cutter approach)

2. Introduces a higher degree of accountability, this makes some people uncomfortable

3. People always resist change that takes them out of their comfort zone

Keys To Success

- Explaining why the change is necessary
- Convincing people that the change will benefit them
- Involving the stakeholders in the design of the new process
- Identify the need to manage the project
- Providing the necessary guidance/oversight
- Effective project management

Eye Care is a Hyper-Competitive Market

- The industry is being pressured to adapt evolving technologies. Treatment of ocular conditions has been enhanced by the creation of innovative technologies. These technologies enhance treatment and patient education opportunities. The concern in the field, patient's are becoming more tech savvy, so they learn about new technology before their Eye Care Professional can budget for it. ECPs must project for technological advancements in advance.

The Effective Project Manager

Benefits and Challenges to Project Teams

- Benefits:
  - Creativity: more ideas
  - Synergy/ cross pollination of ideas
  - Motivational energy is positive, team will work harder
  - Expanded workforce for project completion
  - Working in teams provides opportunities for individuals to develop new competencies

- Challenges:
  - Creativity: ideas are not the best
  - Conflict may arise
  - Must convince team project is worthwhile
  - When functional managers refuse to release resources
  - Appropriate professional develop for team members can create issues

The Effective Project Manager

3 Types of Project Managers

- Visionary and Detailed-Oriented
  - Balances leadership and management as needed for the Big Picture
- Tech Savvy and Politically Astute
  - Has sound technical ability, but may lack interpersonal skills to lead others
- Disciplined and flexible
  - Formalization of the project supports discipline, but if it is over-the-top it will reduce agility of process

The Effective Project Manager

An Effective Project Manager

- Quote: "Leadership is the art of getting someone else to do something you want done because he wants to
  - Dwight D. Eisenhower
- Personality Traits of an effective leader:
  - Energy level commensurate c task
  - Tolerance for stress
  - Self-confident
  - Internal locus of control
  - Emotional stability and maturity
  - Personal integrity
  - Moderate to high achievement orientation

The Effective Project Manager

A Project Manager: Must Be A Balanced Leader

- Balance leadership and management

- Technical savviness, interpersonal skills, political astuteness

- Discipline and flexibility

Managers Essential Skills

- Communication – proper exchange of information

- Listening – foundation of two-way communication

- Sending Information

I FINALLY REALIZED IT THAT PEOPLE ARE PRISONERS OF THEIR PHONES THAT'S WHY IT'S CALLED CELL PHONES.

The Effective Project Manager

Communication Strategy

- Determine the objective
- Develop a picture of the audience
- Choose the most suitable channel for your message
- Develop the communication
  - Evidence
  - Arrangement
  - Clear plan and follow it

Accountability / Communication Matrix

Name of the project/task			
Stakeholder	Required resources	Frequency of communication	Medium/ how will we communicate
Premiere Eye Care Owner	Funds for compliance items and the training	Monthly	Staff meeting
Responsible creating report: Eye Know-You		Person responsible for sending report: My Job Isontheline	

Problem Resolution

- Evaluate the process
- Find the objective standard
- Identify the problem
- Separate the person from the problem
- Documentation
- Timing consideration
- Potential solutions
- Conflict management

Caution: Multi-Tasking Is Not Efficient

- **start prioritizing tasks daily.** In my opinion, multitasking is definitely overrated. The better path is to prioritize the project tasks that lie ahead and go after them one at a time.. Yes, you will always have to multitask from time to time, but I don't believe it should be your life-plan as a project manager If you do, too often you find yourself at the end of the day with twelve unfinished tasks and at least three of them are probably at the emergency level by now. Not a good plan
- I don't feel anything was accomplished today

Conflict Defined...

- A state of disharmony among incompatible persons, ideas, or interest

- Not all conflict is bad, it can play a powerful and positive role in team success

- When mishandled or misunderstood, it can compromise or destroy a team

SOME PEOPLE AGE LIKE WINE. OTHERS AGE LIKE MILK.

Sources of Conflict With Change

- All related to divergent views regarding the project or tasks or a basic misunderstanding

- Task-related
  - Resource-related
  - Procedural-related

- Inter-personal relationships
  - Personality differences
  - Long-standing animosity

Iceberg Theory: Finding the underlying cause
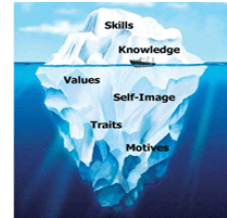
Conflict Resolution Styles

- Focus on Roles and Goals!!!!
- Compromising – give and take
- Smoothing – avoidance/agreement
- Forcing – command and control tactic
- Withdrawal – avoiding potential agreement/ignore the problem
- Problem Solving – facing the problem head-on

A mistake repeated more than once is a decision.

Paulo Coelho

Spirit Science
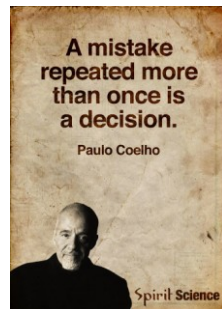
Remember Leaders

- Focus on the mission of the organization, the roles of the individuals, and the project team purpose and goals. Leadership will be a critical aspect of resolving conflicts, because their role is influencing the team to accomplish its purpose. A failure of leadership can invoke team failure. Leaders have to be the final decision makers.

GroupThink

- When everyone is so happy that they will overlook things that need to change, but are unwilling to address the issues

Portfolio Options

- What is a portfolio?

- What is in a portfolio?

- How to manage your portfolio

"sometimes it takes a painful situation to make us change our ways."
proverbs 20:30

Work Breakdown Structure

- WBS is the blueprint of the plan
- Break elements down into manageable tasks
  - Make sure team is a part of this
  - Know your SME
  - Keep project into manageable steps
- Assign responsibility
- Consider the size of the project
- Mind mapping / brainstorming
- Project Accountability

Uncertainties

- There are many potential risks a project team may face. To properly prepare for this, it is important that project teams look at the various uncertainty possibilities: source, outcome, and likelihood

- The **source** can be identified as a financial source, a technical source, a business environmental source, a social source, and an external or natural environmental source.
- The **outcome** is the consequence of a potential risk. This can be manageable issues and can also be found in situations that are very difficult to control
- The **likelihood** is what happens when the team does its best to predict a possible outcome.
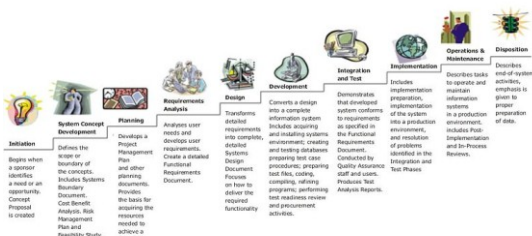
How To Implement Change

Reaching Your Goals!

- Define what reaching your goal means
- Performance indicators
- Communications
- Tangible results
- Customer satisfaction
- Employee acknowledgment
- What will project closure look like?
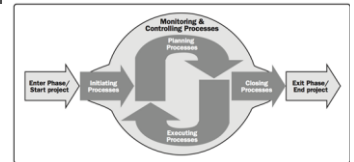
Review

Systems Development Life Cycle (SDLC)
Life-Cycle Phases

Credits

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Thank you

martralyn@msn.com