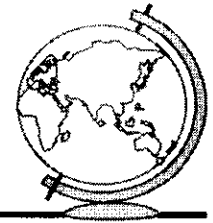


Managing for Results



1. Leadership
2. Team Effectiveness
3. Communication
4. Strategy & Planning for Results
- 5. The Changing Workplace**
6. Conflict Resolution
7. Process Management & Re-Engineering
8. Managing Performance
9. Due Diligence
10. Managing Diversity

Objectives



To discuss systems and the importance of systems-thinking in managing change.

To discuss a 6-point checklist for managing in a changing environment.

To discuss the stages of change and tasks involved in each stage.

To review Bridge's Model of Transition and how it can be applied in the workplace.



Agenda

1. Introduction
2. Systems-Thinking
3. The 6-Point Checklist
4. Change Process
5. Roles of the Leader in Change
6. Resistance
7. Bridge's Model of Transition
8. Summary

Definition of a System



**A system is a network of
interdependent parts
that operate as a whole
to achieve an intended
purpose.**

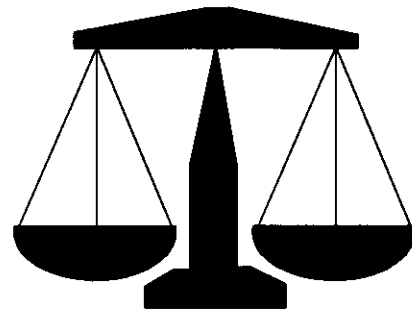


Output from a system
is a result of how the
system has evolved.





**A system continually
works to maintain
balance.**

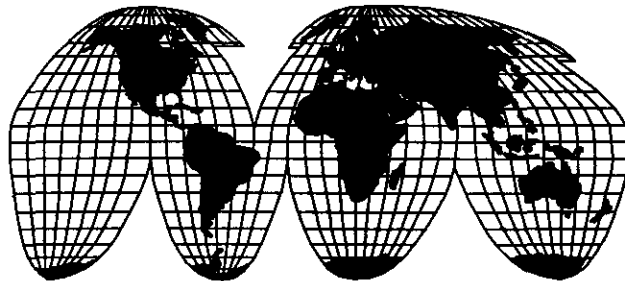




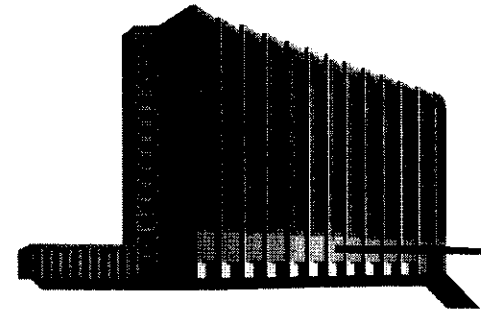
Dysfunction of one or more of the parts causes stress on the whole system. The stress serves as an incentive for the system to rebalance itself.

If people work within a dysfunctional system, without doing something to re-balance the system, it's a set-up for failure and frustration, regardless of their ability and motivation to do the work!

4 Subsystems



The Business Environment



The Company Environment



The Team

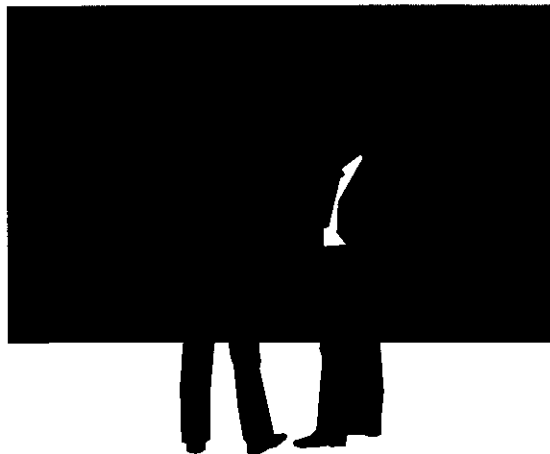


The Individual



Systems Thinking Applied

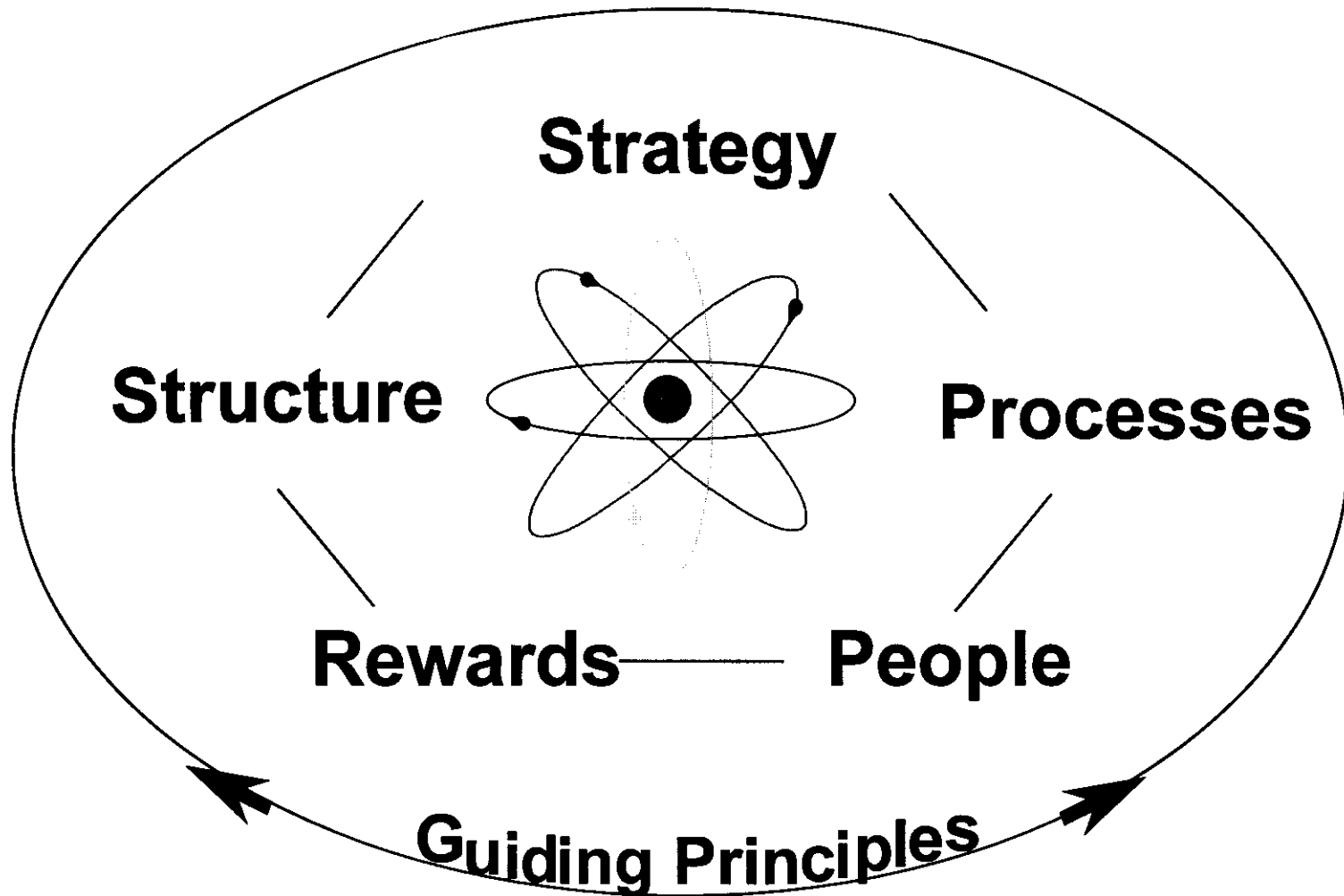
1. Seeing the whole picture - all the parts of the organization and how they are connected.
2. Understanding your part of the organization and how it relates to the whole as well as other parts.
3. Considering these in decisions and tasks.



4. Change in one system can effect other systems.



6-Point Checklist



The Business Environment



from...

Order

Predictability

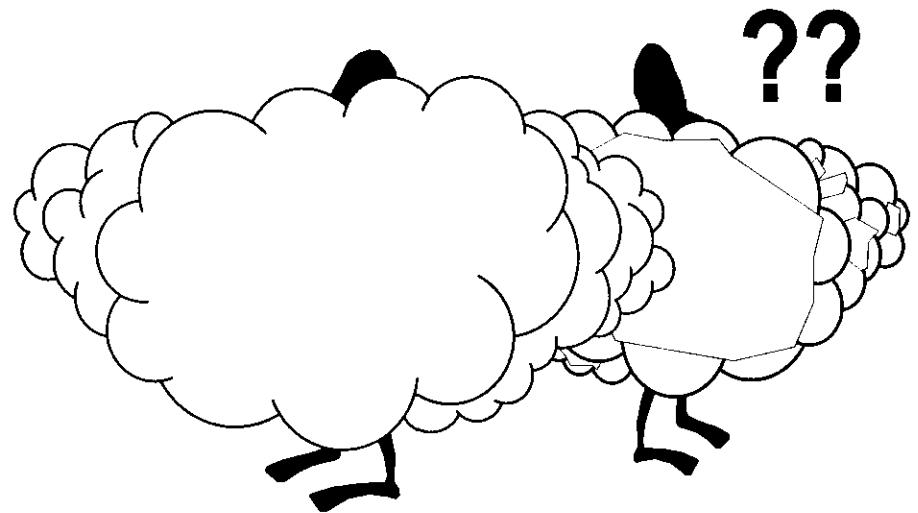
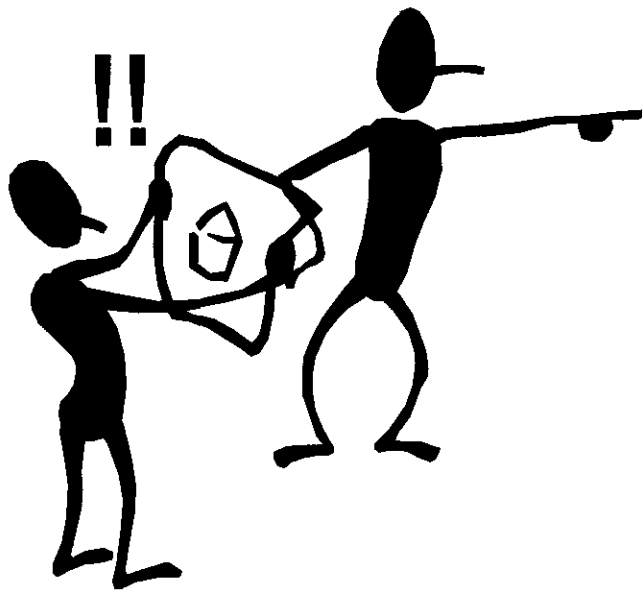
Control

to...

Chaos

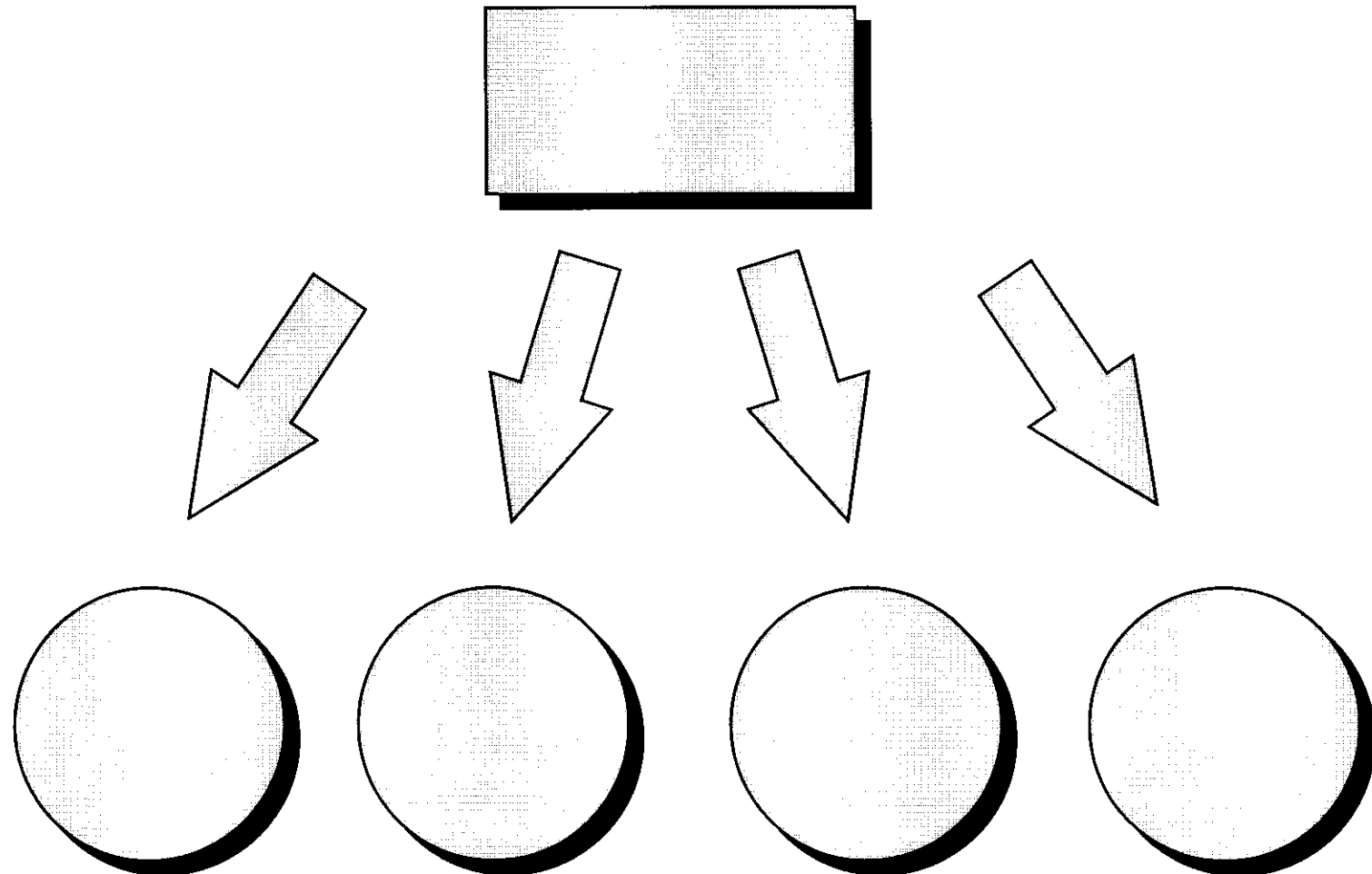
Uncertainty

Influence

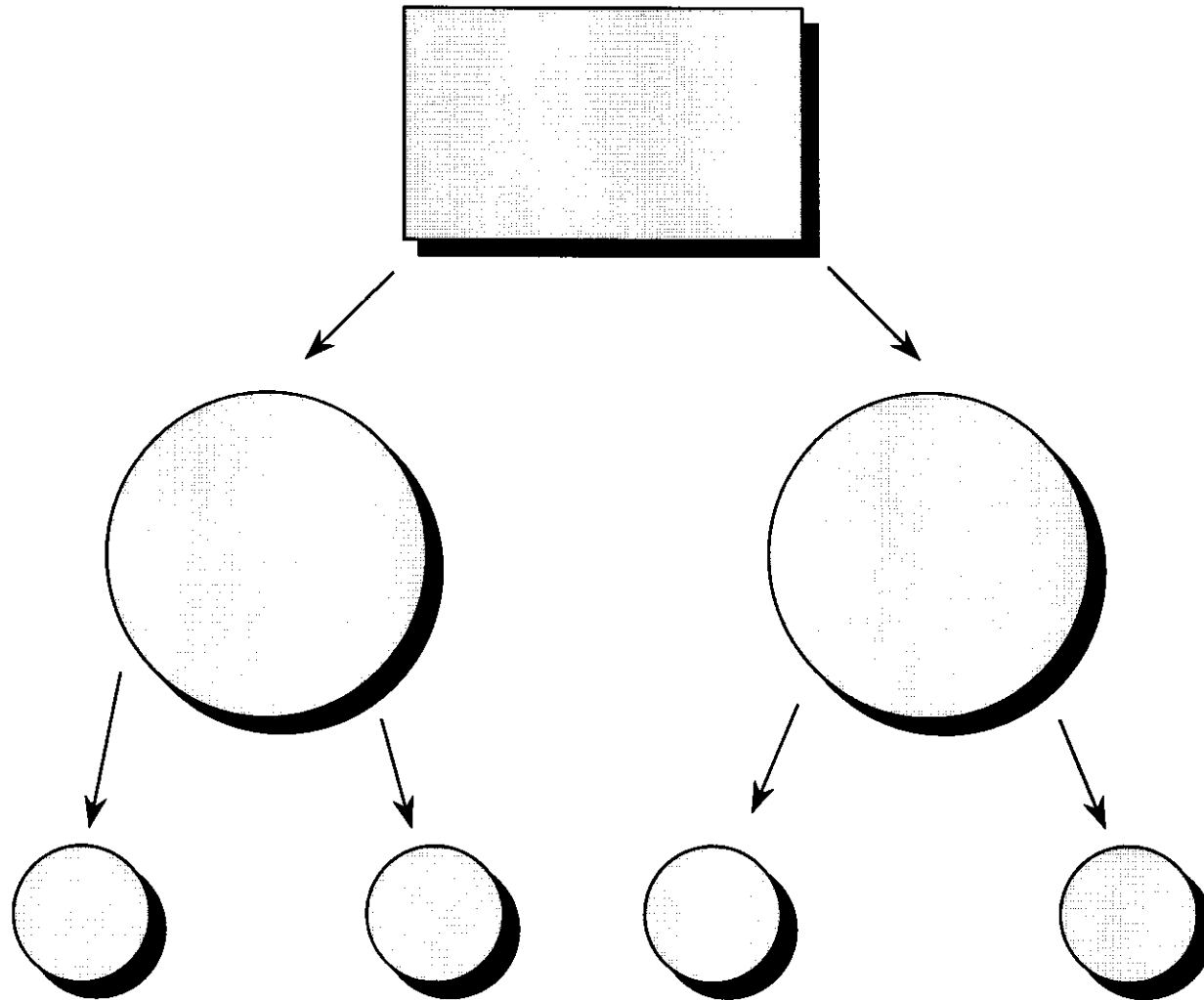




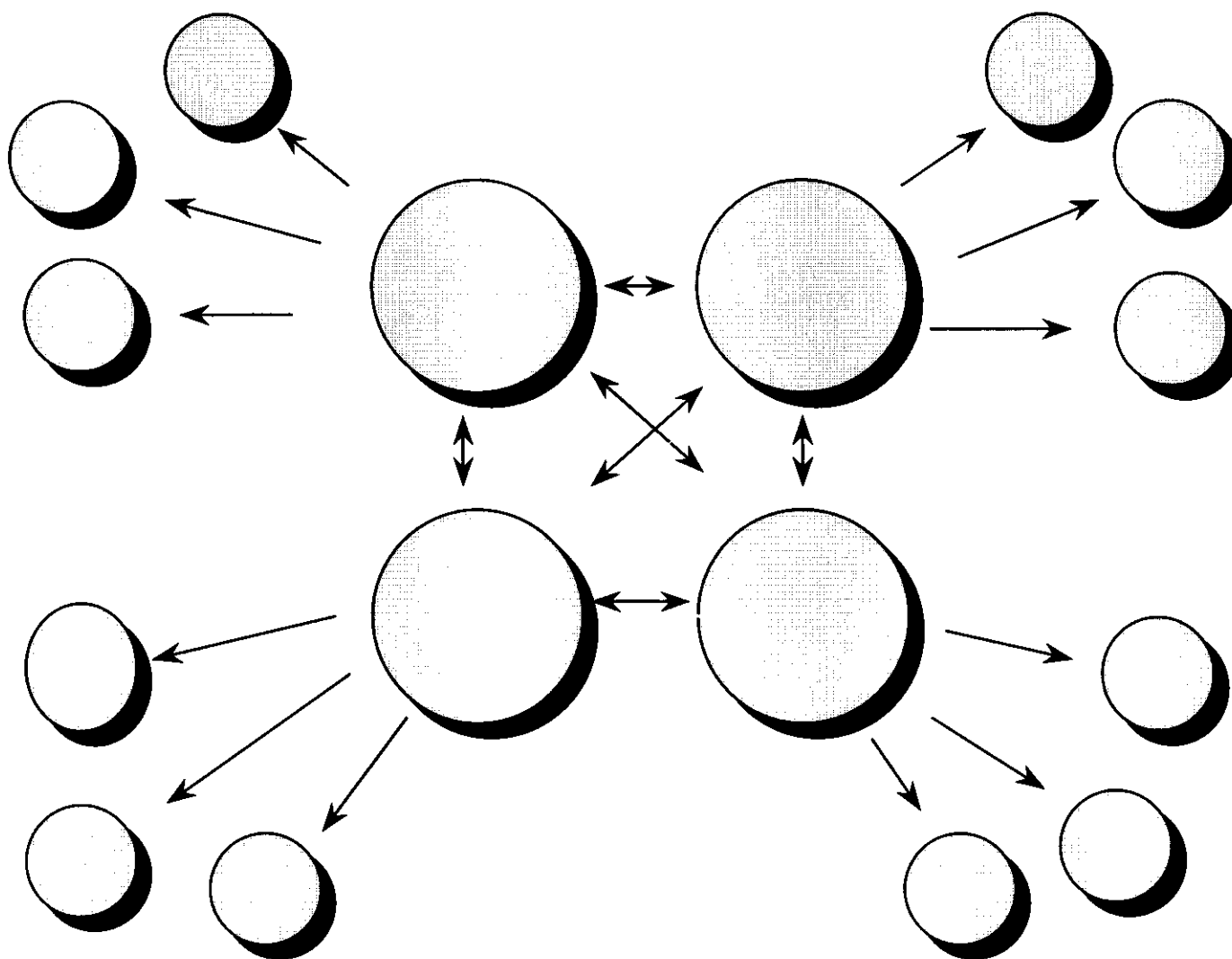
Top-Down Approach



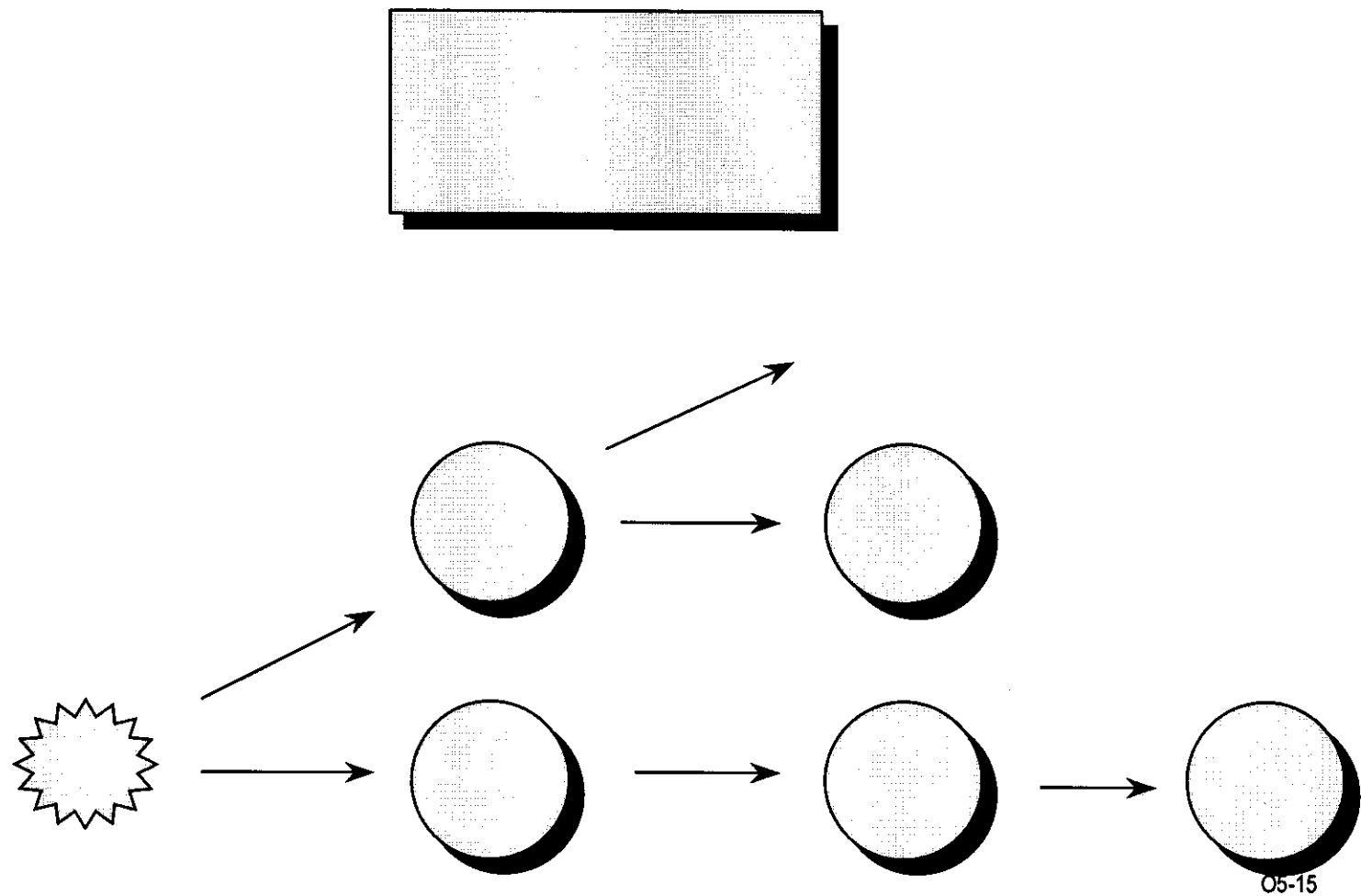
Cascade or Leader Approach



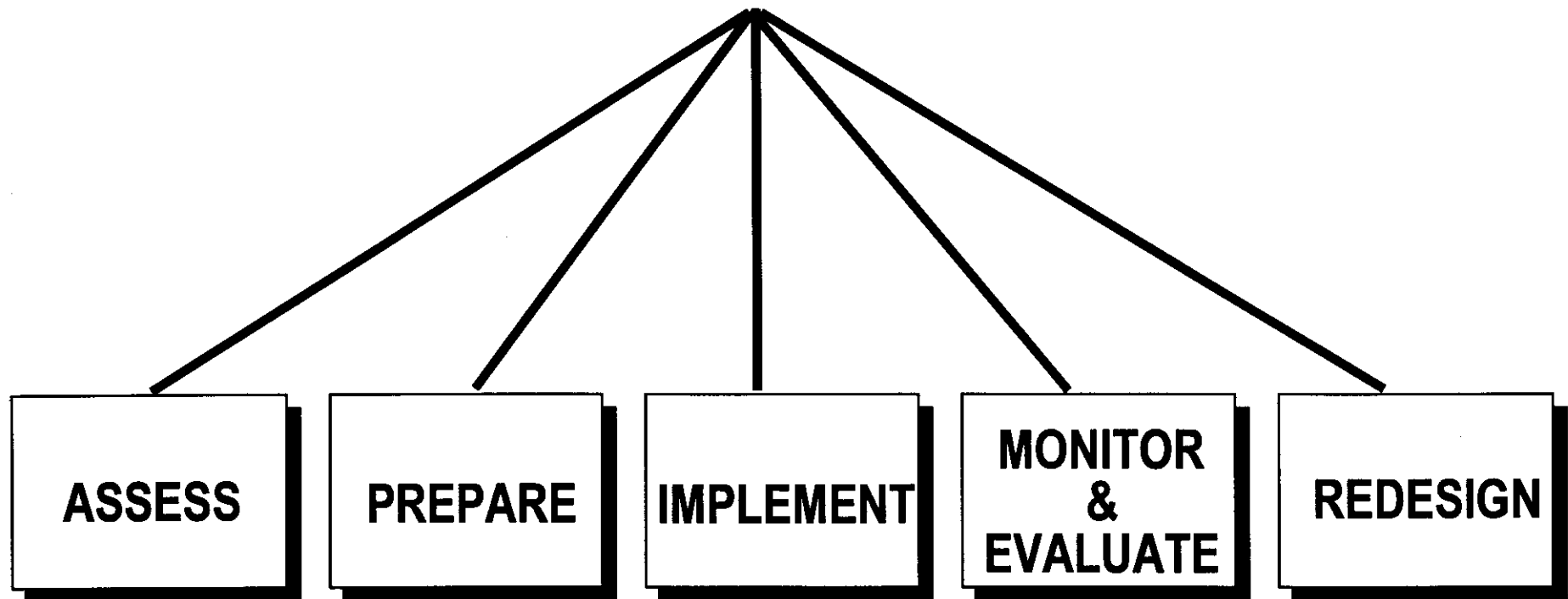
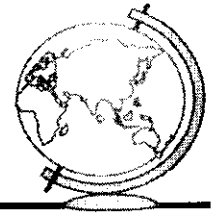
Network



Cloning Approach



Change Process





Assess

Key tasks include:

1. Investigate the purpose and scope of the change.
2. Define the goal of the change effort.
3. Assess the current organizational environment.
4. Assess the value of the proposed change.
 - Will you get the desired results by implementing the change?
 - Is it worth changing?
5. Decide whether to proceed with the proposed change effort and what form it will take.

Done by leader alone and discussed with staff
OR done by leader with staff.



Prepare

Key tasks include:

1. Define the outcome of the change in detail.
2. Develop a staged, sequential implementation plan to address people, structures, processes, technology, and rewards.
 - Set targets, milestones or define key result statements.
 - Design communication strategy.
 - Design feedback and monitoring systems.
 - Define roles and responsibilities.
 - Manage the political impact.

Involve all the key players affected by the change effort.
--



Implement

Key tasks include:

1. Carry out the implementation plan.
2. Facilitate and sustain commitment:
 - manage endings,
 - apply communication strategy,
 - apply new rewards for desired behaviors,
 - apply feedback mechanisms,
 - apply conflict resolution process, and
 - manage the politics



Monitor & Evaluate

Key tasks:

1. Check progress and alignment of:
 - people,
 - structures,
 - processes,
 - technology and
 - rewards..... to the desired state.
2. Identify the supports and inhibitors of change.
3. Communicate what is working and what is not.

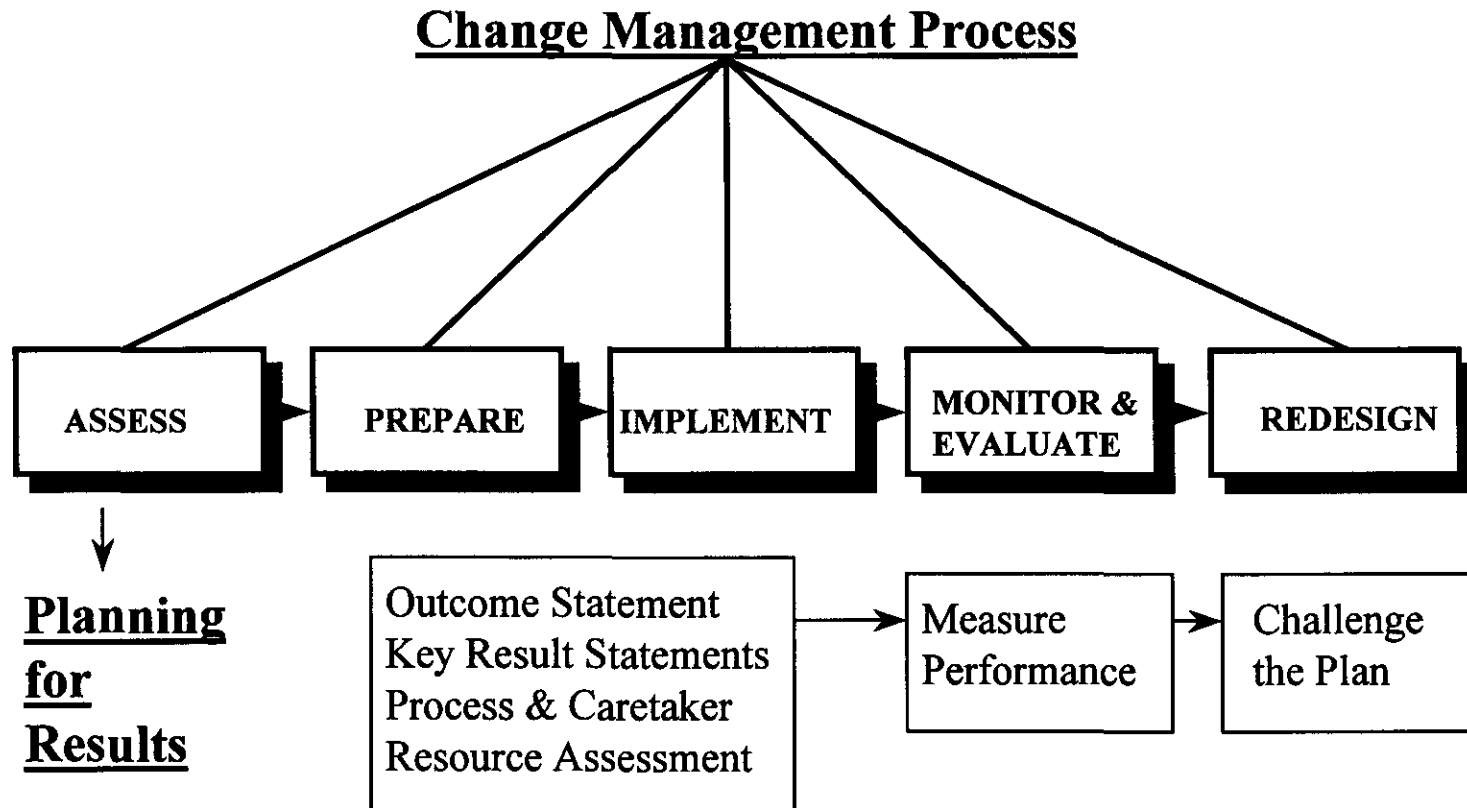
Redesign



1. Redesign the change effort based on feedback, using established measurement criteria, related to business goals.
2. Deseminate lessons learned and how they are being addressed.
3. Identify change agents and influencers.
4. Make it a habit.



Change & PFR Process Links



Consider:

PEOPLE
PROCESSES

STRATEGY
REWARDS

STRUCTURE
GUIDING PRINCIPLES

Roles in Change



change influencer

- Unofficial cheerleader and supporter



change agent

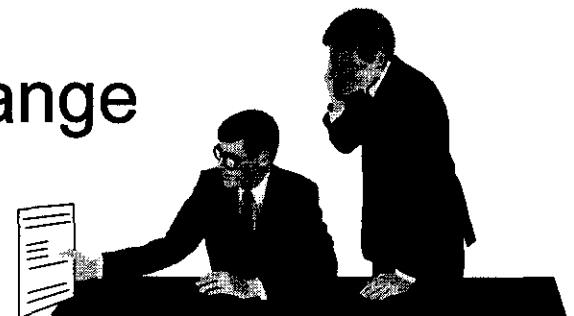
- Responsible for implementing the change

change sponsor

- Has the power to sanction the change

change doer

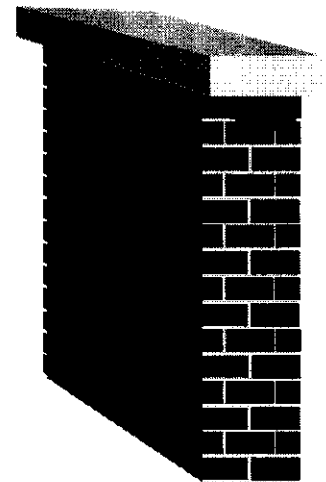
- Those who change and are most affected by it



Organizational Resistance



- computer architecture
- recruiting methods
- work space design
- performance evaluations locked into old behaviours
- formal and informal company traditions
- skill sets of the workforce
- standards
- compensation systems (individual vs team)
- policies and procedures



Why people resist change (1)



- they don't know why they should do it
- they don't know how to do it
- they don't know what they are supposed to do
- they think your way won't work
- they think their way is better
- they think something else is more important
- there is no positive consequence to them for doing it
- they think they are doing it but they aren't



Why people resist change (2)

- they are rewarded for not doing it
- there are obstacles beyond their control
- they are punished for doing what they are supposed to do
- they anticipate a negative consequence for doing it
- there is no negative consequence to them for poor performance
- they have personal problems
- no one could do it

The Individual

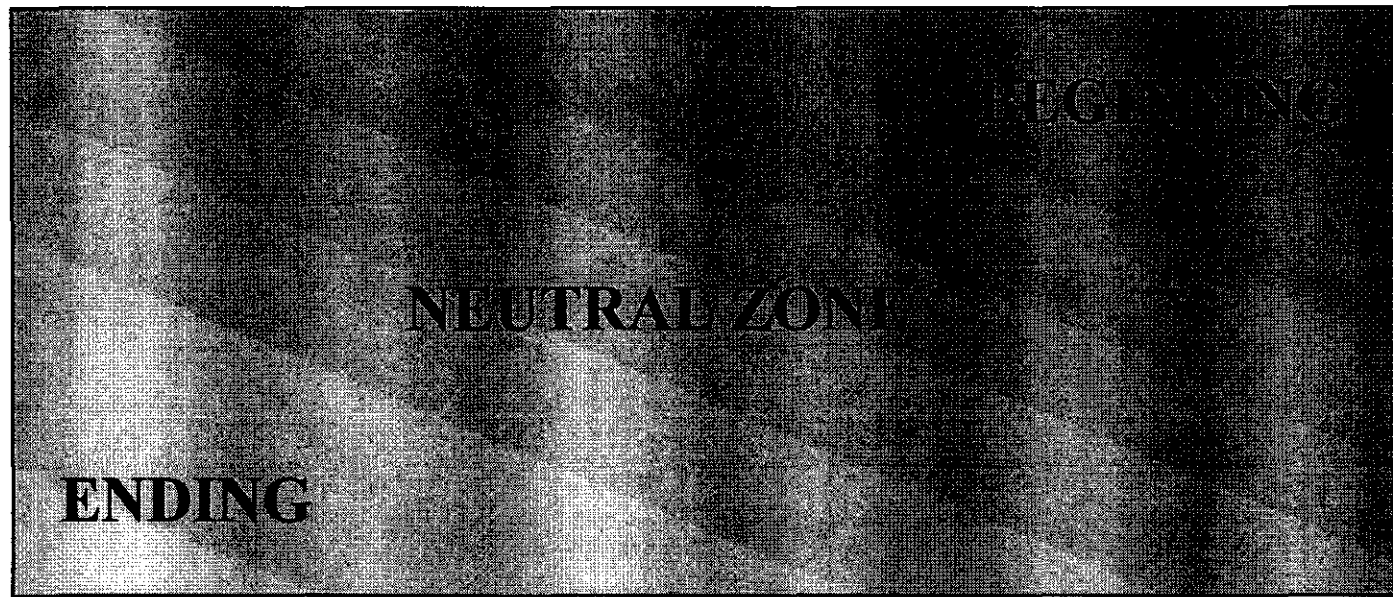


People need to know...

- Do I have a job?
- Where are we going...Vision?
- What is my role in the vision?
- Can I trust the leader(s)?
- Can we trust each other?



3 Stages of Transition





Endings

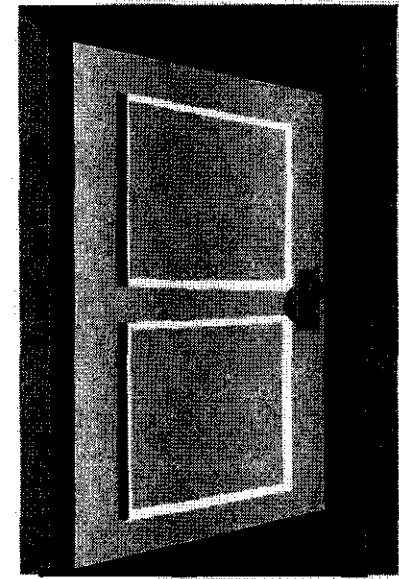
- time when losses are experienced
- the grieving process begins
- look for closure opportunities
 - provide as much information as you can about the new
 - involve team in planning the implementation of the change

The Neutral Zone



Out of the Old, but not Into the New:

- high frustration levels
- contradictory messages
- emotions fluctuate often
- signs:
 - increased absenteeism
 - decreased teamwork
 - decreased productivity
- creativity is either absent or booming
- involvement and information is key
- design temporary ways of doing things

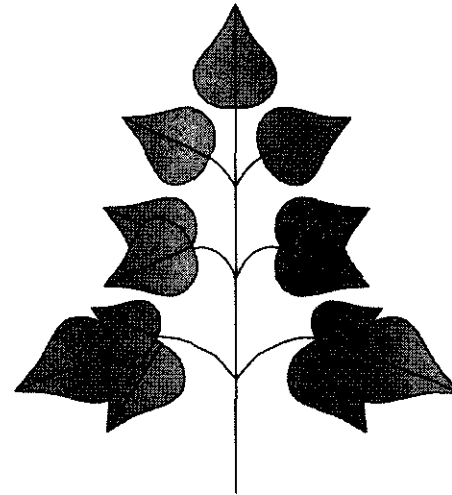


Beginnings



- start to feel comfortable with the 'new'

- 4 P's
 - Picture
 - Purpose
 - Plan
 - Part to Play





Summary

- systems thinking and the 6-point checklist
- change management
- change model and process
- resistance
- 3 stages of transition
- follow up support