

Change Management


Rick Howell
Principal, Howell Management Consulting
November 4, 2014

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Change is **easy**

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Why Change?

- Technological advances
- Demographic Characteristics/Diversity
- Customer and Market Changes
- Social and Political Pressures
- Internal Forces
 - Strategic plan changes
 - Employee changes

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Why People Resist Change

- Predisposition to change
- Surprise and fear of the unknown
- Climate of mistrust
- Fear of failure
- Loss of status and / or job security
- Peer pressure
- Disruption of cultural traditions and / or group relationships
- Personality conflicts
- Lack of tact and / or poor timing
- Non-reinforcing reward systems

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Been here?

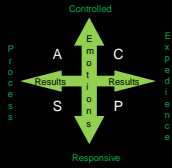


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Personalities

- Controller – change agent
- Persuader – wants to be liked
- Stabilizer – seeks stability
- Analyzer – likes structure



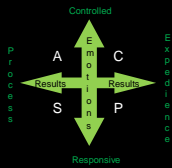
Source: The Effectiveness Institute

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Kurt Lewin's Model

- Unfreeze
- Change
- Refreeze




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John Kotter's Model

1. Establish a sense of urgency
2. Create the 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 gains and produce more change
8. Anchor new approaches in the culture


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The Process of Culture Change

- | | |
|--------------------------------------|--------------------------------------|
| 1. Formal statements | 7. What gets measured and controlled |
| 2. Design of the space | 8. Leaders reactions are key moments |
| 3. Slogans, language ... | 9. Workflow and org structure |
| 4. Role modeling, training, coaching | 10. Org systems and procedures |
| 5. Rewards, status, ... | 11. Goals associated with employment |
| 6. Stories, legends, myths | |

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Unilever's Five Levers for Change

- Make it Understood: awareness and acceptance
- Make it a Habit: reinforce and remind
- Make it Rewarding: proof and payoff
- Make it Easy: convenience and confidence
- Make it Desirable: perceptions and relationships



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Overcoming Resistance to Change

- Education and Communication
- Participation and Involvement
- Facilitation and Support
- Negotiation and Agreement
- Manipulation and Co-option
- Explicit and Implicit Coercion

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Typical Keyboard



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Dvorak Keyboard



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The first reaction!




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Comparison



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Rick Howell, MBA, GPHR, SPHR, CCP

503-703-8697

Rick@HowellMgtConsulting.com

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