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## Leading Successfully Through Organizational Change & Development

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### *The Constancy of Change*

- Every organization continuously faces the need for change
- Success requires the ability to adapt to meet the needs of a changing environment
  - Proactive vs. Reactive
- Organizations that can't grow and change will die



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### *Strategic Planning*

- Organizational change is fundamentally a part of the strategic planning process
- The strategic planning process asks:
  - Where is the organization now?
  - Where does the organization want to go?
  - How will the organization get there?



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### Strategic Planning

- There are many benefits to strategic planning:
  - Identifies opportunities and threats to the organization
  - Creates a forward-looking culture
  - Results in better allocation of time, resources and activities
  - Increases effectiveness and profitability



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### Strategy Development / SWOT Analysis

- Most strategy development begins with a SWOT analysis:
  - S** – What are the organization's **strengths**?
  - W** – What are the organization's **weaknesses**?
  - O** – What **opportunities** can move the organization forward?
  - T** – What **threats** might hold the organization back?



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### SWOT Analysis

- **Examples of internal strengths and weaknesses:**
  - Financial circumstances
  - Staffing levels
  - Employees' knowledge, skills and abilities
  - Quality and effectiveness of processes and procedures
  - Reputation or experience of organization
- **Examples of external opportunities and threats:**
  - Economic conditions
  - Client / customer needs and demands
  - Competition in the marketplace
  - Laws and regulations



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### *Approaching Change*

- Process for change:
  - Identify need for change
  - Create a plan for change
  - Develop change teams
  - Communicate and implement change
  - Evaluate effectiveness of implementation
    - Throughout and in retrospect



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### *Planning for Change*



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### *Planning for Change*

- Effective planning for change
  - reduces the costs of change
  - Increases the chances and levels of success
- You must identify and plan for the:
  - Why
  - Who
  - How



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*Planning for Change*

- Change must always have purpose
- Purposeful change must always have a clearly defined and understood “Why”
  - The “Why” is the mission statement of the change process, and should shape every step of your planning and implementation efforts
  - The “Why” is necessary to gain executive buy-in
  - People are more willing to accept that which they understand

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*Planning for Change: “Why”*

- The “Why” justifies the need for change, and should
  - Be supported by objective facts and data, and
  - Set forth the consequences for inaction
- When crafting the “Why” statement, make sure to humanize impact of change
  - “How does this affect me?”

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*Planning for Change: “Who”*

- Identifying “Who” needs to be involved with leading the change is critical to success
  - Guiding Teams
  - Implementation Teams
  - Change Committees
- Support and buy-in must be established at all levels of the organization
- Outside expertise may be necessary

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*Planning for Change: "Who"*

- Identifying or creating **disciples** at all levels of the organization:
  - Disciples "believe" in the reasons for change
  - Disciples strongly support the steps in the process of change
  - Disciples can help convince others of the benefits of change



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*Planning for Change: "Who"*

- Make sure to have an appropriate number of implementation teams; the number varies by:
  - The size and number of locations of the organization
  - The type, nature, complexity, and duration of the change initiative
  - The amount of anticipated backlash or resistance



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*Planning for Change: "How"*

- Once the "Why" and the "Who" have been established, change sponsors must determine "**How**" to get their teams to effectively implement the change initiatives
  - Plan for resistance
  - Map out how teams must work together
  - Define common SMART goals
  - Establish an environment of trust



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*Planning for Change: "How"*

- Resistance to change is natural, and the reasons for resistance are always "real" or "legitimate" to those opposing change
- Understand sources of, and plan for, resistance to change from all levels
  - Identify the **individuals** who will impede implementation
  - Define the **personality traits** that can cause an implementation team to run off course



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*Planning for Change: "How"*

- Create common and coordinated SMART goals :
  - Understand / explain the risks and challenges
  - Establish clear roles and relationships
  - Define clear processes to achieve specific objectives
    - What are deadlines; how is task accomplishment defined and measured; how are decisions made / conflicts resolved?
  - Create a shared sense of purpose
    - Do all members see how their contributions tie back to the overall mission?



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*Planning for Change: "How"*

- The **"How"** of change management cannot be accomplished without trust:
  - In those who are leading change
  - Between the team members on each team
  - Between the teams themselves
- Establishing trust requires strong relationships, clear vision, consistent behaviors



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*Planning for Change: "How"*

- Trust is inherently personal, and can be positively influenced through behaviors:
  - Talk straight
  - Listen first
  - Demonstrate respect
  - Admit / right wrongs
  - Confront reality
  - Keep commitments
  - Be accountable
  - Show loyalty

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**Communicating & Implementing Change**

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*Communicating & Implementing Change*

- Change cannot be implemented without effective communication
- Employees, clients, and customers must be sold on the fact of change
  - They must believe the change is being made “for them,” rather than just happening “to them”
  - There must be the opportunity for dialogue
  - The initial communication efforts must take place as far in advance as possible

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*Communicating & Implementing Change*

- Develop a compelling story and provide context for the change
- Manage expectations by giving realistic timelines for the change
  - Give long and short term goals for the organization
- Be consistent and reinforce your message with repetition



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*Communicating & Implementing Change*

- Acknowledge personally negative impacts of change, but counter them with positives
  - Acknowledging personal negatives increases organizational trust
- Encourage feedback throughout all stages of implementation
  - Feedback may cause you to tweak your implementation plan to be more effective



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*Communicating & Implementing Change*

- Plan for and celebrate **victories**
  - Victories are “short-term wins” that:
    - Nourish faith in the change effort
    - Emotionally reward the hard workers
    - Keep critics at bay
    - Build momentum
  - Recognition of victories should be timely, visible, and meaningful



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## Evaluating the Effectiveness of Planning & Implementation



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## Evaluating the Effectiveness of Planning & Implementation

- Evaluation should be an **ongoing effort** used to **gauge the effectiveness** of your efforts **at every stage** of the implementation process
  - Evaluation begins long before the post-mortem
  - Successful evaluation requires objectively defined goals that are capable of being measured



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## Evaluating the Effectiveness of Planning & Implementation

- Common junctures for evaluation:
  - When implementation teams have been selected
  - When building trust amongst our implementation teams
  - When establishing expectations or goals
  - When celebrating each victory along the path of change
  - When communicating / bringing change to those affected by change



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*Evaluating the Effectiveness of Planning & Implementation*

- Have you successfully altered perception and, consequently, altered behavior and attitudes toward the change initiative?
  - Has the change initiative has been embraced by those impacted by change?
  - Do the new behaviors align with your organization's mission and vision?



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Questions?



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