You can lead a horse to water…
Managing the human aspects of change in EA implementations

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You can lead a horse to water…

Managing the human aspects of change in EA implementations
Overview

- What is Change Management?
- Differences between Change Leadership and Change Management
- John Kotter’s 8 steps to successful change leadership
- Overview of Change Management process
- The psychology of change
“It is not the strongest species that survive, nor the most intelligent, it is the one most adaptable to change”
-Charles Darwin
Nearly 40 years of research by leadership and change guru Dr. John Kotter have shown that more than 70% of all major transformation efforts fail because the change wasn't holistic (didn't include CM).
HERE → THERE

WE THOUGHT WE’D PUT IN THE DETAIL LATER...

CHANGE MANAGEMENT
What is Change Management?

- Change management is the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize that business change effectively within the social infrastructure of the workplace.

(Change Management Learning Center)

- “...a systematic approach to dealing with change, both from the perspective of an organization and on the individual level...proactively addressing adapting to change, controlling change, and effecting change.”

(Case Western Reserve University)
What is Change Management?

- Draws on multiple disciplines (psychology, behavioural sciences, business science, engineering, systems thinking)

- Underlying principle:
  Change does not / cannot happen in isolation – it impacts the whole organization (system) around it, and all the people touched by it, and is in turn influenced by them
What is Change Management?
The difference between Change Management (CM) and Change Leadership (CL)

- Overlap, both necessary
- CM: tools, techniques, interventions to keep change under control, aims to minimize disruption and negative impacts of change
- CL: driving forces, visions and processes that fuel large-scale transformations
Managing versus Leading Change
## Managing versus Leading Change

<table>
<thead>
<tr>
<th>Managers</th>
<th>Leaders</th>
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<tbody>
<tr>
<td>Are operational: they plan, budget, staff,</td>
<td>Are strategic: they create visions, establish direction, create</td>
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<tr>
<td>organize, delegate, monitor, solve problems</td>
<td>strategies, steer the business</td>
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<tr>
<td>Work at level of detail</td>
<td>Work on macro-level</td>
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<td>Short – to medium – term focus</td>
<td>Long term focus</td>
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<tr>
<td>Use policies and procedures to guide staff</td>
<td>Align people/teams/divisions to each other and the vision</td>
</tr>
<tr>
<td>Identify deviations from plan and course-</td>
<td>Identify deviations from vision and course-correct</td>
</tr>
<tr>
<td>correct</td>
<td></td>
</tr>
<tr>
<td>Produce stability and predictability</td>
<td>Produce change</td>
</tr>
<tr>
<td>Are obeyed</td>
<td>Are followed</td>
</tr>
</tbody>
</table>
Leading Change: John Kotter's 'eight steps to successful change'
Leading Change: John Kotter's 'eight steps to successful change'

1. Increase Urgency
2. Build the Guiding Team
3. Get the Right Vision
4. Communicate for Buy-in
5. Empower Action
6. Create Short-term Wins
7. Don't Let Up
8. Make it Stick

Creating a climate for change

Engaging and enabling the whole organization

Implementing and sustaining change

Managing Change
Managing Change - Overview
The change management process

Unfreeze,
Change,
Refreeze. (Kurt Lewin)

Prepare for change
Implement change
Maintain change
Managing Change - Overview

1. Prepare for Change
   - Form the change team
   - Understand Current Scenario
   - Develop Preferred Scenario
   - Create Clear Vision
   - Identify obstacles to change
Managing Change - Overview

2. Implement Change

- Develop a change management action plan
- Awareness / persuasion
- Training
- Empower action
- Communication

Far too often, lead everyone else to change, but in reality this isn’t possible until they first change themselves.

(McKinsey Quarterly, October 2001)

Corporate Dilemma

What if we train them and they leave?
What if we don’t... and they stay?
Managing Change - Overview

2. Implement Change

• Communications
  ▪ Early, often, continual
  ▪ Formal and informal
Managing Change - Overview

2. Implement Change
   - Communications
     ▪ Relevant
     ▪ Tailored to audience
Managing Change - Overview
3. Maintain Change

- Identify and manage resistance
- Reinforce and reward change
- Collect and analyse feedback
- Iterative cycles and continuous improvement
- Embed the changes
The Psychology of Change

HUMAN NATURE

SUMMED UP IN ONE PICTURE
The Psychology of Change
How do people resist?

- Refusal, continue unchanged
- Passive-resistance
- “Yes, but…”
- Stigmatize the EA and CM programmes, mock the change team
- Leave the organisation
- Absenteeism
- Bunk training
- Maintain duplicate systems/processes
- Undermine change (termites)
- Warp the message (gossip, rumour)
- Industrial sabotage
- Dissuade the customer
- Strikes, go-slows, underperformance
- Theft, sabotage
- Dirty laundry in public (e.g., social media accounts)
“I want you to find a bold and innovative way to do everything exactly the same way it’s been done for 25 years.”
The Psychology of Change

Why do people resist?

- Fear
- Inertia
- Fight, flight, freeze
- Conflicting performance measures / commitments
- Perceived lack of ownership/involvement
- Parochial self-interest and organisational silos
- Organisational politics
- Lack of trust in product/change agents/management
- Lack of skills (or ability to learn)
- Perceived lack of incentive to change
The Psychology of Change

People do what works
The Psychology of Change

People do what they can get away with
The Psychology of Change

People do what they are rewarded for

And

Avoid what they are sanctioned for
The Psychology of Change

People do what is easiest

And

People are pleasure-seeking and pain-avoiding
The Psychology of Change

Change “hurts”

“The computer says I need to upgrade my brain to be compatible with the new software.”
The Psychology of Change

Behaviour-change drives attitude-change
The Psychology of Change

Procrastination....
The Psychology of Change

Change not consistent, or predictable.

And

People seek control.

PREDICTION IS VERY DIFFICULT, ESPECIALLY ABOUT THE FUTURE.

Niels Bohr
The Psychology of Change

Continuous vs step-change

- Business environment demands continuous change
- *But* excellent service and consistently great products come from regular, optimized routines
- Leads to *conflict* between delivering the goods and changing
- Therefore need *islands of stability* to catch breath and optimise performance
The Psychology of Change

Change is non-linear
The Psychology of Change
Success breeds success

SUCCESS
Because you too can own this face of pure accomplishment