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## 8 Free Introductory Lessons

With links to a short video that accompanies each lesson, that you can download, and also an MP3 file if you prefer to listen offline.

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Lynton Glenthorne Ltd

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# Lesson 1 - Overview

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**Here is a short video that accompanies this lesson:**

<http://www.strategies-for-managing-change.com/lesson-1.html>

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- ❖ The Practitioners Masterclass has been created specifically for the non-expert manager or director. In summary, it has been created:
  - To educate you and challenge you to ask the right questions
  - To stimulate you and provoke your thought processes
  - To facilitate discussions with colleagues [up and down the line]
  - To challenge prevailing assumptions
  - To show the relative strengths and weaknesses of popular change models
  - To help you articulate sensitive issues
  - To enable you to health check your own plans for a change initiative
  - To provide tools and processes to deal with all the messy stuff
- ❖ It takes a holistic view of the key areas that need to be addressed for a successful change initiative – and shows you how to put all this into practise.
- ❖ It includes some of the proven existing material, pulls it all together along with some of my own original material that "plug the gaps" in existing models and approaches. I would estimate that approximately 50% of the material in Practitioners Masterclass is my own original material.

- ❖ Structure and format: The material is presented in 5 modules (within an overall 8 lessons - if taken in lesson format):
  1. Leadership priorities and leadership qualities
  2. Strategic planning and cultural analysis
  3. Change models and methods
  4. Programme level implementation
  5. Task level implementation
- ❖ The broad structure of the material in each module is that it is presented with an executive summary followed by a high level view of key concepts and, where appropriate, suggestions for practical application and personal action, links to and suggestions for additional material for further study.
- ❖ There is also a section at the end of the document comprising key point summaries, in bullet point note form, for each module.
- ❖ The style and nature of the presentation of the material in each module varies as the material progresses through the modules, and becomes more “instructional” and less “discussion based” in the application of the cultural analysis, programme level implementation and task level implementation.
- ❖ This is definitely not a theoretical document and it is not an academic essay or thesis, rather it is pragmatic and practical document that can be, and needs to be, applied and implemented.
- ❖ It is recommended that you do not attempt to read and absorb the material in Practitioners Masterclass in one reading. You won't – there is just too much to take in!
- ❖ This is a working document to be read and discussed with colleagues and, most importantly, it is to be put into practise.

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**Post your comments, observations and questions**

<http://www.strategies-for-managing-change.com/comments-8-lessons.html>

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*You will be shown what to ask and how to act NOW - for immediate results - rapid results can be key to your survival and success.*

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## Lesson 2 – Introduction The Context of Change

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**Here is a short video that accompanies this lesson:**

<http://www.strategies-for-managing-change.com/lesson-2.html>

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### (1) Typical attitudes to change

- ❖ Deeply ingrained resistance to change
  - ❖ Deep desire for safety, order, stability and security
  - ❖ Default setting is change as something-to-be-resisted
  - ❖ The root of all resistance is uncertainty over "what's in it for me?" - commonly known as WIFM
- 

### (2) Best approach to change

- ❖ Addresses the root cause of human resistance to change [WIFM]
- ❖ Identifies those people who will be impacted by the change
- ❖ Assesses what those impacts will be
- ❖ Recognises and addresses the emotional issues caused by the change

- ❖ Provides leadership and practical support
  - ❖ Works as well for the people in the organisation as it does for the organisation
- 

(3) Domains of change to address for success (covered in the Practitioners Masterclass)

- ❖ Leadership
    - Leadership styles and skills, and inspirational motivation
    - Strategic planning and cultural analysis
  - ❖ Management model and method
    - Change models and methods
    - Programme level implementation
  - ❖ Action management
    - Project / action level implementation
- 

(4) First big decision is the "Business as Usual" test - is it "Incremental Change" or a "Step Change?"

- ❖ Is the proposed change an incremental change that can and should be introduced as part of "Business As Usual" and that can be absorbed as part of the day-to-day running of the organisation?
  - ❖ Or is the size, scope and complexity, priority, timescale, strategic importance of the proposed change such that it is a step change and needs to be regarded and handled as a specific initiative and requires some form of change management process?
  - ❖ Many change failures occur because of the failure to make this distinction
- 

(5) Understand the difference between "New Capabilities" and "Realised Benefits" - and why it matters so much

- ❖ Tasks and projects deliver the new capability and the focus is usually on achieving a “project success” in terms of the creation or delivery of that capability
- ❖ The delivery of the new capability may be a tangible capability such as a new building, equipment or an IT system; or it may be an intangible capability such as a process improvement, cost reduction or organisational restructuring
- ❖ The failure rate at this level [in terms of delivery in scope, on time and in budget] is high and failure reasons are well researched and documented elsewhere
- ❖ A successfully delivered new capability does NOT mean that the change initiative has succeeded
- ❖ The realisation of the benefits is the raison d’etre, the whole point and purpose of the initiative - as envisaged in the vision for the change
- ❖ The benefit is the RESULT of the new capability
- ❖ A benefit does NOT arise automatically - it is the result of a focused, managed process that ensures that new capabilities get translated into organisational benefits
- ❖ A benefit is specific, observable and measurable
- ❖ Obvious examples of business benefits are a 20% increase in customer satisfaction, a 50% increase in profit, a 30% improvement in conversions from enquiries to order
- ❖ Many change initiatives fail to realise the benefits

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(6) Your chances of success = 1 in 3 (which are NOT good odds!)

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(7) Common causes of failure are:

- ❖ Methods and models that put process before people
  - ❖ Failing to address the energy and emotions of change
- 

(8) The 3 big reasons for the 70% failure rate:

1. **Gap** - The gap between the “big-picture” strategic vision and successful implementation - at the front-line
  2. **Resistance** - The "hidden and built in resistance to change" of organisational cultures, and the lack of processes and change management methodologies to address this
  3. **Impact** - Failure to take full account of the impact of the changes on those people who are most affected by them.
- ❖ Underlying these reasons, are a number of related factors:
  - ❖ The over-emphasis on process rather than people
  - ❖ The failure to take full account of the impact of change on those people who are most impacted by it
  - ❖ The lack of process to directly address the human aspects of change
  - ❖ A lack of clarity and lack of communication
  - ❖ The lack of a language and contextual framework to articulate and manage the necessary processes of change
  - ❖ Failure to address the energy and emotions associated with change
- 

In my view, change management is about process AND people.

But even process is just about people doing stuff... so ultimately it's all about people - and processes that work for people.

This philosophy underpins all aspects of the Practitioners Masterclass.

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**Post your comments, observations and questions**

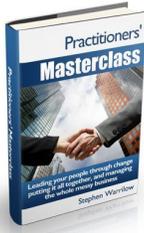
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*You will understand the core and universal principles of successful change and how to adapt and apply them to your own organisation - to misquote the former US defence secretary - you will know the "known knowns and the unknown knowns"*

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>

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## Lesson 3 – Leadership Priorities and Qualities

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Here is a short video that accompanies this lesson:

<http://www.strategies-for-managing-change.com/lesson-3.html>

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### ~ Leadership Priorities

(1) Recognising the emotional reality of change

- ❖ There are two levels of change impact
    1. **Organisational change** - new processes, procedures and structures
    2. **Personal transition** - emotional and psychological stages
  - ❖ This emotional impact is usually neglected
  - ❖ Many thought leaders are now speaking about the human dimension of change
  - ❖ John Kotter - "*People change when you speak to their feelings*"
  - ❖ William Bridges - "*Change only works only if people get through the transition*"
- 

(2) Managing Transitions [William Bridges]

**Recognise the difference between organisational change and the individual transition that accompanies those changes:**

- ❖ Transition is NOT the same as change

- ❖ Change is what happens to you - externally
- ❖ Transition is what you experience - internally
- ❖ Transition takes longer than change
- ❖ What often seems like resistance to change is in fact people stuck in transition
- ❖ Change implementation delays are often about people stuck in transition
- ❖ Most change models and methods focus on the external aspects of change

**The 3 transition phases are:**

1. Ending, losing, letting go - dealing with losses with and preparing to move on
2. The neutral zone - critical psychological realignments and re-patterning occurs
3. The new beginning - developing new identity and new sense of purpose

**Understanding the process**

- ❖ The higher you are in your organisation - the more quickly you transition
- ❖ Your people won't "just get it", they will take at least as long as you did or longer
- ❖ It is transitions - not organisational changes - that hold people back
- ❖ Because of their backgrounds many leaders do not have the necessary people skills or experience to lead their people through a transition.

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(3) Most change methods ignore the emotional dimension of the personal transition

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(4) Ignoring the transition is a major cause of change resistance and change failure

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(5) Leading your people through this transition is as important as managing the organisational change

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(6) Leadership requires high levels of emotional intelligence

(7) Your level of emotional awareness - and the extent to which you embrace and harness the emotional dimension of your organisation - is directly linked to change success and ongoing organisational performance

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## ~ Leadership Qualities

The Practitioners Masterclass considers some of the key wider aspects of the emotional dimension in terms of what it takes for you to inspire and motivate people through and beyond the change initiative. Here is a summary of the topics covered:

- ❖ Leadership or management
- ❖ Burns - Transactional or Transformational Leadership?
- ❖ Covey – Comparison of leadership styles
- ❖ Kouzes & Posner - The 5 practices of “Exemplary Leadership”
- ❖ Goleman - Emotional intelligence & Primal leadership
- ❖ Kotter - Key tasks for change leaders
- ❖ Katzenbach - The importance of emotional connection
- ❖ Harnessing emotional energy
- ❖ "Workforce value proposition"
- ❖ Motivation in the workplace
- ❖ Axelrod - How to engage with people when you don't have time

The purpose of this section is to draw your attention to relevant and key themes in these areas and to challenge you to take a view of your own personal leadership qualities.

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**Post your comments, observations and questions**

<http://www.strategies-for-managing-change.com/comments-8-lessons.html>

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*You will be educated to challenge people and know what the right questions are to ask - a key survival skill*

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>

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## Lesson 4 – Strategic Planning & Cultural Review

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**Here is a short video that accompanies this lesson:**

<http://www.strategies-for-managing-change.com/lesson-4.html>

You will also find links there where you can download the video and also an MP3 file if you prefer to listen offline.

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### (1) Setting the scene

These broad areas need to be included in your overall change management strategy:

- ❖ Drivers - clarity about what you are doing and why
  - ❖ The "Business As Usual" Test - incremental change or step change?
  - ❖ Resources and Capabilities - organisation size and knowledge base
  - ❖ Leadership - emotional dimension of transition + your Emotional Intelligence
  - ❖ Cultural Impacts - organisational culture as determinant of change response
  - ❖ Preparation and Planning - understanding impacts + benefit realisation
  - ❖ Macro management - an appropriate change model and method
  - ❖ Micro management - translating vision and strategy into actionable steps
-

(2) The significance of organisational culture

- ❖ Culture = how people behave within a group context
  - ❖ Organisational culture is the single biggest determinant of how an individual will behave within a business or organisational environment - it will over-ride education, intelligence and common sense
- 

(3) Main characteristics of organisational culture:

- ❖ More than one culture - usually many sub-cultures within an organisation
  - ❖ Usually largely "invisible" to those within the culture
  - ❖ Acts as a filter and so distorts how information is received and processed
  - ❖ Acts as a "hidden operating system" that will determine how people behave
  - ❖ Determines the dominant focus of those within in it
  - ❖ Is the source of the "hard-wired" resistance to change
  - ❖ A successful change initiative needs (and will lead to) a "reprogramming" of culture
- 

(4) You cannot make a successful step change (and realise the benefits) without changing your organisational culture

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(5) To change the culture you need:

- ❖ To identify it and understand it
- ❖ A framework and language to communicate it
- ❖ Tools and processes to:
  - Understand the impacts of the change vision – especially on those most affected
  - Communicate the vision and change process

- Make culture visible
  - Identify blockers and resistance to the vision with the culture
  - Change the culture and realign to the vision
  - Ensure that culture stays aligned to the vision
- 

(6) The process of cognition involves a thorough cultural mapping and analysis of “How we look now” and “How we want to look in future” to define a cultural framework for the organisation that identifies:

- ❖ Dominant-culture (prevailing culture of the whole organisation)
  - ❖ Espoused-culture (the culture that directors claim exists - mission statements, PR releases, other forms of corporate propaganda etc)
  - ❖ Enacted-cultures (the cultures or sub-cultures that actually exist)
  - ❖ Desired-culture (the dominant culture that will exist when the vision for the change is successfully realised)
- 

(7) It also identifies all of the significant subcultures within the company that will assist or resist the change initiative:

- ❖ Emergent-subcultures
  - ❖ Aspirational-subcultures
  - ❖ Regressive-subcultures
  - ❖ Subversive-subcultures
- 

(8) Specifically, knowing how to identify and connect with all of the "sub-groups" or sub-cultures is critical

- ❖ There are sub-cultures that are "regressive" and who show resistance to change, and there are sub-cultures that are "subversive" and who will go beyond mere resistance to change and seek to undermine it
- ❖ Fortunately, there are other sub-cultures that are "emergent", moving forward and receptive to change but doing so "unknowingly" (that is without full conscious awareness of the significance of their attitudes and behaviour)

- ❖ Better still there are sub-cultures that are "aspirational" and who embrace change and seek it positively. These sub-cultures behave knowingly (that is with full conscious awareness of what they are doing)
- ❖ Identifying these people and mapping and working through the informal networks of these people is one of the major keys to overcoming resistance and successfully delivering a change initiative (and realising the envisaged benefits)

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The concepts, processes and methods covered in this section of the Practitioners Masterclass are unique and totally original.

- You will be shown the **EEMap© cultural analysis and planning process** - a simple yet powerful process for identifying and mapping the cultural entities within your organisation.
- Full and comprehensive guidance is provided.
- This simple 3 step process gives you a structured framework for mapping cultures, and enables you to plot the positions of key entities within your organisation, and highlight the gaps between all the various subcultures.
- Critically, it causes you to identify the people impacts and organisational issues associated with each step of your proposed change initiative - and that have to be resolved to successfully transition to the next step.
- Through this process, all implications, issues and exposures are analysed, categorised and prioritised across all functional areas impacted by the proposed initiative.
- This process gives you visibility of the risks, impacts and issues involved and the opportunity to evaluate them at an early stage – before any steps to implement the change initiative are taken.
- This is a critical aspect of the change process - and it is usually overlooked.
- The output of this process provides the input for the creation of a structured change initiative with a greatly increased chance of success.

- This section also includes a **comprehensive checklist of strategic questions** that you need to consider both before, during and after the strategy planning and cultural analysis.
  - The questions are designed to start you thinking about key aspects of what will become your change initiative programme.
- 

### **Post your comments, observations and questions**

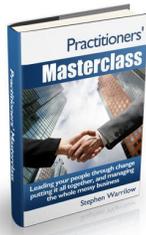
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*You will have a language and framework to articulate sensitive issues - essential when dealing with the messy stuff*

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## Lesson 5 – Change Models & Methods

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Here is a short video that accompanies this lesson:

<http://www.strategies-for-managing-change.com/lesson-5.html>

You will also find links there where you can download the video and also an MP3 file if you prefer to listen offline.

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### (1) The fundamentals

Before proceeding with a proposed change initiative, you need to have clarity with regard to:

- ❖ The organisational **NEED** for the change
  - ❖ The specifics of **WHAT** will change
  - ❖ The **BENEFITS** of the change
  - ❖ The **IMPACTS** of the change
- 

(2) The answers to these simple, yet fundamental, questions underpin your whole approach to your change initiative:

- ❖ Why am I doing this - how is it going to benefit the organisation?
- ❖ How is it going to be different when I've made the change?
- ❖ How will I know it has benefited the organisation?
- ❖ Who is it going to affect and how will they react?

- ❖ What can I do to help them accept it and to get them "on side"?
  - ❖ What risks and issues do I have to face?
  - ❖ What steps do I have to take to make the changes and get the benefit?
  - ❖ How am I going to manage all this so that it happens and I succeed?
- 

(3) Change is a messy business fraught with complexity and many things that can, and usually do, go wrong.

- ❖ A good understanding of the multiple factors that must be addressed is arrived at with a change model and methodology that bridges the gap between the high level "big-picture" strategic vision and a successful implementation at the front-line
- 

(4) There are a number of change models that are popular and frequently used

- ❖ Popular models include: John Kotter's "8 Step Change Model" and the Prosci "ADKAR Change Model". These, and other models, have great merit and provide a structured focus to the management of a change initiative.
- 

(5) There is no perfect model

- ❖ Any model is better than no model
  - ❖ Change models are not mutually exclusive
  - ❖ People will be drawn to an approach - based on one or more models - they feel is most appropriate to their own circumstances
- 

(6) The main criticisms that can be made of most models are as follows:

- ❖ They are tactical and project focused
- ❖ They are not strategic
- ❖ They are not sufficiently holistic and broad in scope to fully address the human factors that are the commonest causes of failure

- ❖ The difficulty with change models is that they tend to cover one major aspect or dimension of the totality of what is involved. That does not invalidate any specific model and supporting methodology, but it does leave gaps
  - ❖ There is not a model that sits between the leadership dimension and the strategic review process, and the lower level of project and task-level management and implementation
- 

(7) The case for a programme management based model

- ❖ Programme management is a complex and sophisticated methodology designed for large-scale initiatives involving multiple projects running over protracted timeframes – typically 2 –5 years
  - ❖ Some of the concepts, disciplines and processes of programme management directly address the missing areas within existing models
  - ❖ For this reason, I have adapted some of the core concepts and processes, added a preliminary cultural analysis combined with a pre-programme review and planning process utilising my EEMAP process©, and I offer these to you in the Practitioners Masterclass in the form of a simple, programme-based model, designed to fill the strategy–project gap
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(8) A Composite Change Model

- ❖ In the Practitioners Masterclass I also show how all the change models discussed can be integrated within a composite model - or to put it simply, how they all hang together!
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*You will understand the strengths and weaknesses of popular change models - you will gain understanding of the holistic view- how it all hangs together - can I share a dirty little secret? No-one - not even Kotter or Bridges has a monopoly on change management "truth"... the key is knowing WHAT matters, WHEN it matters.*

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>

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## Lesson 6 – The Programme Based Change Model

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**Here is a short video that accompanies this lesson:**

<http://www.strategies-for-managing-change.com/lesson-6.html>

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(1) It is designed:

- ❖ To facilitate the key thought processes that are necessary for a successful change initiative
  - ❖ To support the leadership processes outlined by Kotter, Bridges Transition Model and to provide a framework and context for the project / task level ADKAR model
- 

(2) This model has 5 main objectives:

1. To bridge the gap between vision and implementation
  2. That the Cultural Analysis and Pre-Programme Review and Planning process takes place
  3. Clarity about how and why things will be different after the change
  4. To identify, assess and mitigate the impacts of the change on all those who will be affected by it
  5. Ensure that the envisaged organisational benefits are realised
-

(3) The first step of the process - the cultural analysis and pre programme review and planning process - has already been discussed in the lesson on Strategic Planning & Cultural Analysis. The other steps fall quite naturally from the fundamental questions listed in the preceding lesson on Change Management Models and Methods:

- ❖ "How am I going to do this so that it happens and I succeed?" = Programme organisation structure
  - ❖ "Why am I doing this - how's it going to be different?" = Blueprint
  - ❖ "How will I know it's benefited me?" = Benefit profile & management
  - ❖ "Who's it going to affect and how will they react?" = Stakeholder map
  - ❖ "What can I do to get them 'on side'?" = Communications strategy
  - ❖ "What steps do I have to take to make the changes and get the benefit of this change?" = Programme plan and project portfolio
  - ❖ "What could go wrong - what are the risks and issues I'll have to face?" = Risk log and management
- 

(4) The Practitioners Masterclass goes into specific detail as to what is involved in each step

- ❖ At root, the Programme Based Model is designed to prompt and facilitate the discussion and thought processes that are necessary before a change initiative is launched
  - ❖ It will show you for each step: the purpose, source inputs, composition and linkages to other major change models
  - ❖ The core components of this model are designed for use as a high-level management tool to support the leadership processes outlined by Kotter and Bridges, and to provide a framework and context for the project / task level ADKAR model
- 

**Post your comments, observations and questions**

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*You will gain insights into original perspectives, tools and processes never published before - ideal if you are a student or undertaking some form of higher business education - a fast-track to a good grade on your course.*

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>

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## Lesson 7 – Task Level Implementation

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**Here is a short video that accompanies this lesson:**

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*"It is crucial to set a compelling vision that tells people who you are, where you are going and what is going to guide your journey. The first part of leadership is showing direction. If people do not know where you are going then your leadership does not matter." Ken Blanchard*

(1) Translating vision and strategy into actionable steps

- ❖ A common mistake that many managers make is to assume that because they have told people what they want to happen then it will happen. It won't!
- ❖ Although people will hear what you say when you outline your vision and strategy, and will probably agree with you, at the individual level, most of them are not able to translate it into productive purposeful action.
- ❖ People are very different in the ways they process information, interpret life, and in the ways they are motivated. This is not because they are stupid, and does not necessarily mean that they are resistant to your vision and strategy, but it does often mean that the jump from vision and strategy to practical implementation is too big for them to make - without support.
- ❖ This means that managing change, at the task level, requires hands-on detailed management [micro management on occasions] in the specifics of what to do and how to do it. This is especially necessary during the early stages.
- ❖ As change leader, it really is your responsibility not to make assumptions, and to "grind out" and communicate those actionable steps.

(2) The key steps for translating vision and strategy into actionable steps are as follows:

- ❖ **Communicate** - articulate your vision [in under 60 seconds]
  - ❖ **Define** - set out in a logical way the steps needed
  - ❖ **Manage** - the details - check regularly and frequently
  - ❖ **Consistency** - in any changes or corrections
  - ❖ **Implement** - follow-up + say "please" and "thank you"
  - ❖ **Integrate** - allow for many repetitions to make it stick
  - ❖ **Adopt** - make staff feel good about what they do
- 

(3) The Practitioners Masterclass will give you succinct and clear guidance on how to create and apply these actionable steps. Areas covered include the following:

- ❖ 2 keys for setting up to succeed (Blanchard)
  - ❖ Recognising and working with individual differences (Myers Briggs)
  - ❖ Different strokes for different folks (Hersey -Situational Leadership)
  - ❖ How to give negative feedback constructively (Blanchard)
  - ❖ Communicating the context of change (Kotter, Bridges et al)
- 

**Post your comments, observations and questions**

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*You will have the tools to "health-check" your own plans for a change initiative - and the tools and processes - all ground out of hard painful experience - to ensure you don't make mistakes I have made - and that you succeed both personally and organisationally*

<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>

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## Lesson 8 – Quick Guide Summary Points

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Your whole approach to a change initiative is based on these simple, fundamental questions:

- ❖ **BLUEPRINT FOR CHANGE** - Why am I doing this and how is it going to be different when I've made the change?
  
- ❖ **BENEFITS OF CHANGE** - How is it going to benefit the organisation and how will I know it has benefited the organisation?
  
- ❖ **IMPACTS OF CHANGE** - Who is it going to affect, how will it affect them and how will they react?
  
- ❖ **COMMUNICATING CHANGE** - What can I do to help them accept the change and to get them "on side"?
  
- ❖ **RISKS OF CHANGE** - What risks and issues do I have to face and how can I mitigate those risks?
  
- ❖ **STEPS TO CHANGE** - What steps do I have to take to make the changes and get the benefit?
  
- ❖ **LEADING AND MANAGING CHANGE** - How am I going to lead and manage all this so that it happens and I succeed?

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The Quick Guide summarises in easy checklists, all of the key questions that you need to address in response to these main points.

It is an invaluable working tool for planning and implementing your change initiative.

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**Post your comments, observations and questions**

**<http://www.strategies-for-managing-change.com/comments-8-lessons.html>**

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This concludes this introductory series of 8 lessons from the Practitioners Masterclass.

**Full details of all the Practitioners Masterclass materials can be found here:**

**<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>**

**Check out the Special Introductory "Taster Package" here:**

**<http://www.strategies-for-managing-change.com/taster.html>**

**Check out the Special Introductory "Special Budget Package" here:**

**<http://www.strategies-for-managing-change.com/surviving-change.html>**

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