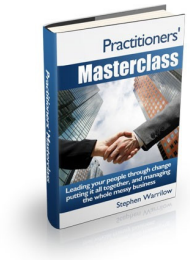

Lesson 2 – Introduction

The Context of Change

(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

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(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

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(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

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(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

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(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

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(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

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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.

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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