

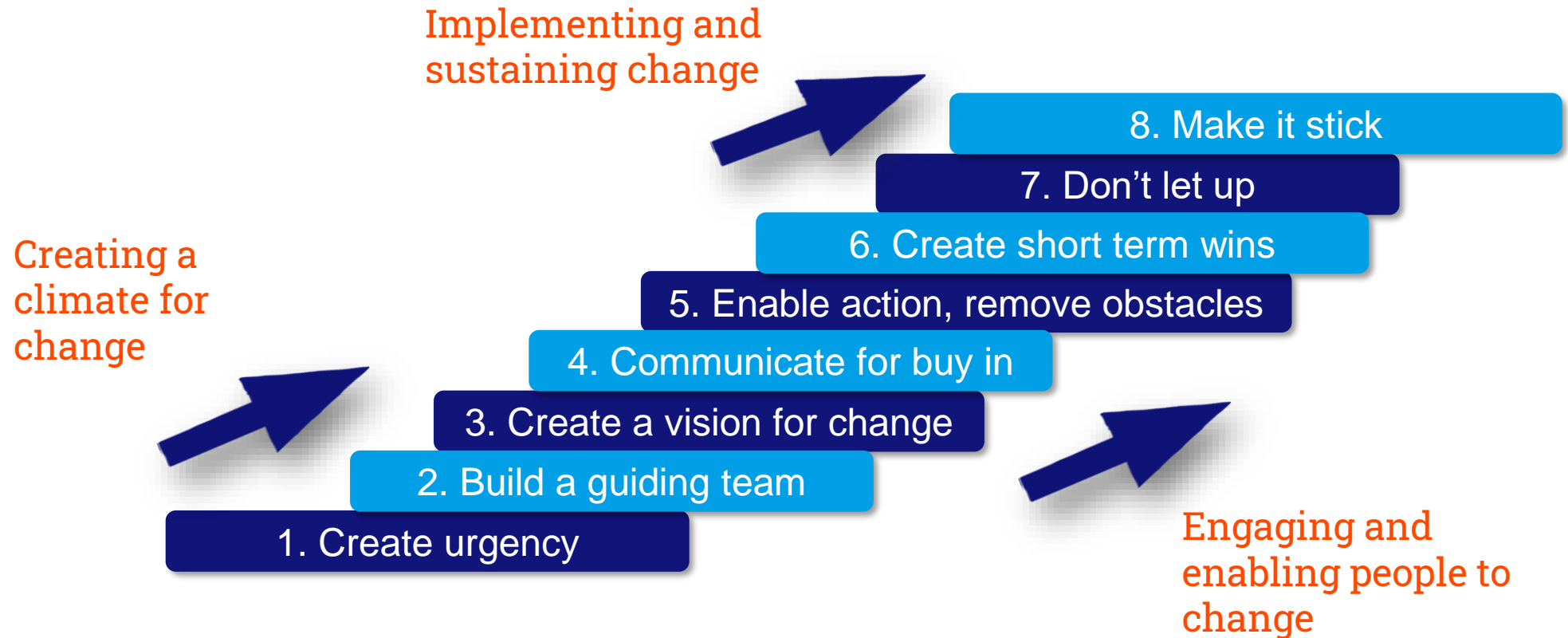
# CHANGE MANAGEMENT 101

Discovering Leadership 2022

Ref:

- Leading Change by John P. Kotter.
- [https://www.mindtools.com/pages/article/newPPM\\_82.htm](https://www.mindtools.com/pages/article/newPPM_82.htm)

# KOTTER'S EIGHT STEPS

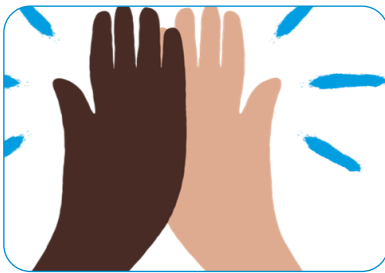


# PHASE ONE – CREATING A CLIMATE FOR CHANGE



## 1. Create Urgency

- For change to happen, it helps if everyone really wants it. Develop a sense of urgency around the need for change. This may help you spark the initial motivation to get things moving.
- There needs to be consequence if the change isn't adopted and doesn't happen
- Get people talking about the change



## 2. Build a guiding team

- Convince people that change is necessary. This often takes strong leadership and visible support from key people within the organisation
- Managing change isn't enough – you have to lead it.
- Ask, do I need a team and who do I need?
- Identify champions and advocates to spread the word and motivate others



## 3. Create a vision for change

- When you first start thinking about change, there will probably be many great ideas and solutions floating around. Link these concepts to an overall vision that people can grasp easily and remember.
- Describe the desired state, what will it look, sound and feel like
- Set a vision to inspire others

# CREATING A CLIMATE FOR CHANGE– WHAT YOU CAN DO

- Identify potential threats and develop showing what could happen in the future.
- Examine opportunities that should be or could be exploited.
- Start honest discussions and give dynamic and convincing reasons to get people talking and thinking.
- Request support from customers, outside stakeholders and, where appropriate, external people and experts to strengthen your argument.

# BUILDING A GUIDING TEAM – WHAT CAN YOU DO

- Identify the true leaders in your organization, as well as your key stakeholders.
- Ask for an emotional commitment from these key people.
- Work on team building within your change team so that they are all fully on board.
- Check your team for weak areas, and ensure that you have a good mix of people from different departments and different levels within your company.

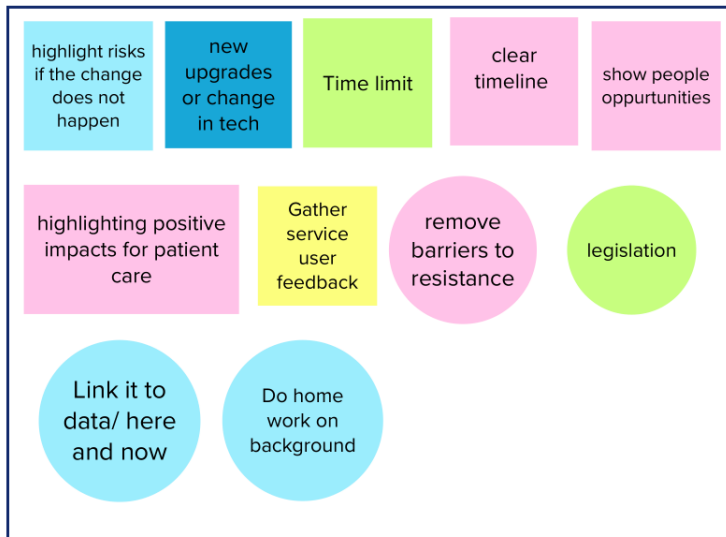
# FORM A STRATEGIC VISION AND INITIATIVES- WHAT CAN YOU DO

- Determine the values that are central to the change.
- Develop a short summary (one or two sentences) that captures what you "see" as the future (once the change is implemented)
- Create a strategy to execute that vision.
- Ensure that your change team members can describe the vision in five minutes or less.
- Practice your "vision speech" often.

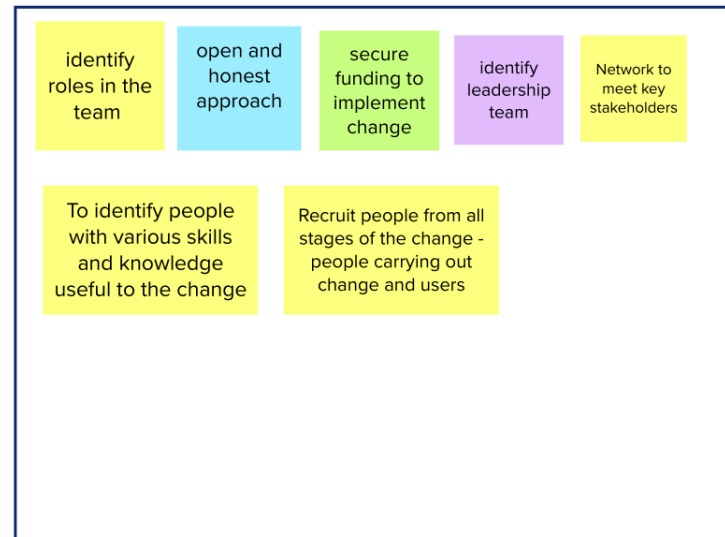
# PHASE 1- WHAT YOU CAN DO

## Phase 1

### 1. Create urgency



### 2. Build guiding team



### 3. Create a vision



# PHASE TWO – ENGAGING AND ENABLING PEOPLE TO CHANGE



## 4. Communicate for buy in

- What you do with your vision after you create it will determine your success. Your message will probably have strong competition from other day-to-day communications within the organisation so you need to communicate it frequently and powerfully, and embed it within everything that you do.
- Consider those affected by it both directly and indirectly
- Communicate communicate, communicate. (You probably won't ever have ever said it enough)



## 5. Enable action, remove obstacles

- If you follow these steps and reach this point in the change process, you've been talking about your vision and building buy-in from all interested parties. Hopefully, people want to get busy and achieve the benefits that you've been promoting.
- Those who are working on the change will need to see you moving any obstacles that are hindering them/progress



## 6. Create short term wins

- Nothing motivates more than success. Give your team a taste of victory early in the change process. Within a short time frame (this could be a month or a year, depending on the type of change), you'll want to have some “quick wins” that others can see. Without this, critics and negative thinkers might hurt your progress.
- Show success and celebrate in order to create belief (build in the time to do this), and recognise/reward team/individual success



# COMMUNICATE FOR BUY IN- WHAT CAN YOU DO

- Talk often about your change vision.
- Address peoples' concerns and anxieties, openly and honestly.
- Help people to see ‘What’s in it for me’”

# ENABLE ACTION AND REMOVE BARRIERS– WHAT CAN YOU DO

- Think carefully about who you select as your change manager and make sure everyone involved knows what their role is to avoid duplication and confusion
- Look at other processes, systems and procedures to make sure they are in line with the change you are trying to make and don't work against it
- Recognise and reward people for making change happen.
- Identify people who are resisting the change, and help them see what's needed.
- Take action to quickly remove barriers (human or otherwise).

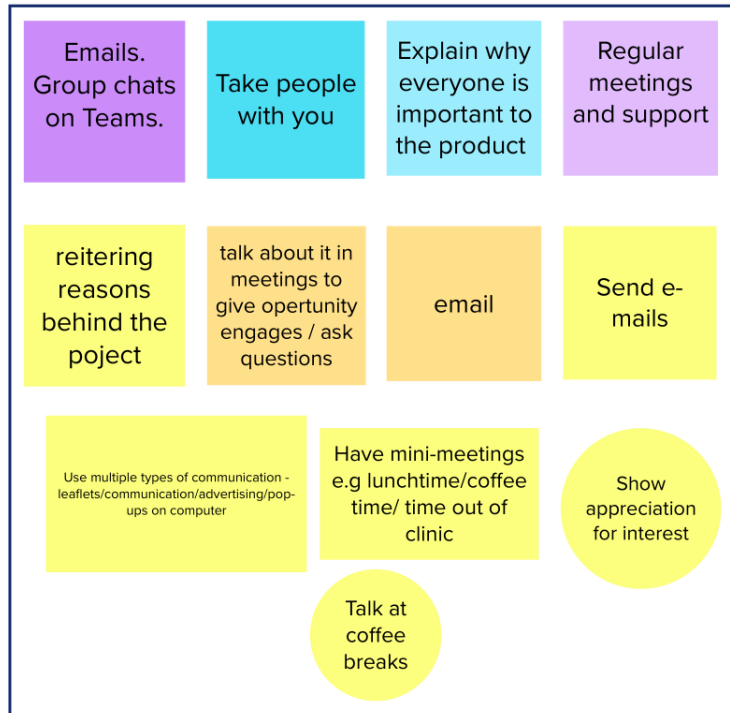
# GENERATE SHORT-TERM WINS– WHAT CAN YOU DO

- Look for sure-fire activities that you can implement without help from any strong critics of the change.
- Don't choose early targets that are expensive. You want to be able to justify the investment in each project.
- Thoroughly analyse the potential pros and cons of your targets. If you don't succeed with an early goal, it can hurt your entire change initiative.
- Reward the people who help you meet the targets.

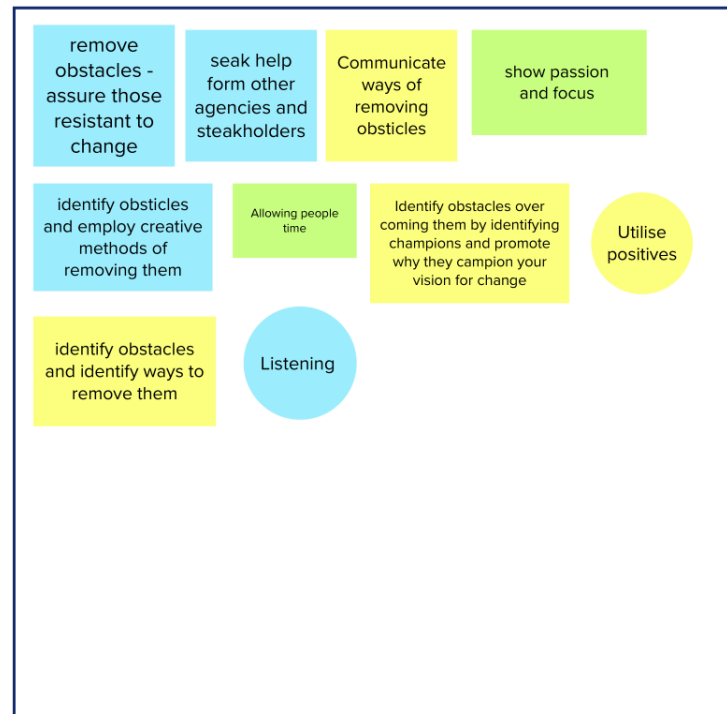
# PHASE 2- WHAT CAN YOU DO

## Phase 2

### 4. Communicate for buyin 5. Enable action



### 5. Enable action 6. Create short term wins

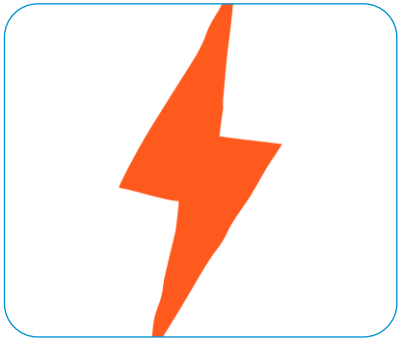


# PHASE THREE- STRATEGIC VISION AND INITIATIVES



## 7. Don't let up

- Kotter argues that many change projects fail because victory is declared too early. Real change runs deep. Quick wins are only the beginning of what needs to be done to achieve long-term change.
- Don't take the foot off the pedal too soon. People might revert back, continue to recognise/highlight the benefits of the change



## 8. Make it stick

- Finally, to make any change stick, it should become part of the core of day to day work.
- Make it the norm/every day; make it easy to follow.
- People might leave or join, maybe they'll be different leaders at different points. Make sure that new people learn to follow the processes, systems and procedures you have developed

# IMPLEMENTING AND SUSTAINING CHANGE– WHAT CAN YOU DO

- After every win, analyse what went right, and what needs improving.
- Set goals to continue building on the momentum you've achieved.
- Keep celebrating success and the distance you have come
- Be open to modifying where experience is saying you can adapt what you've already done to make it even better

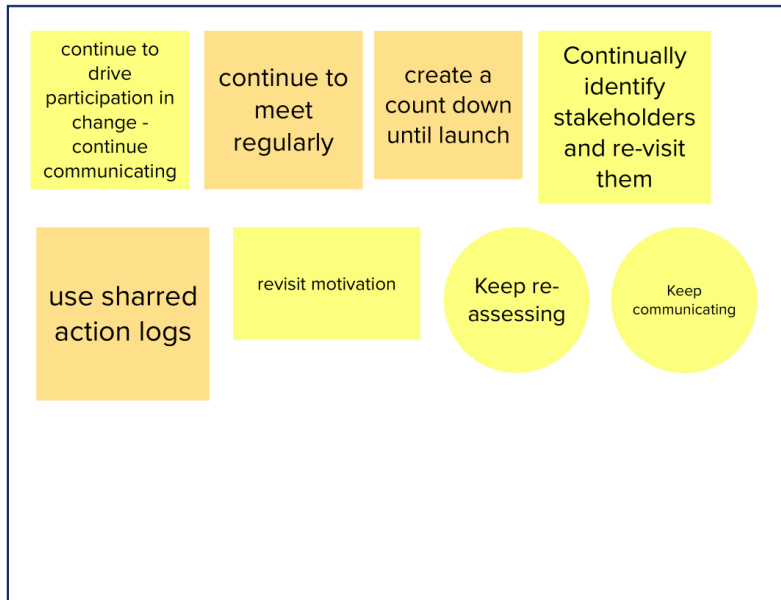
# MAKE IT STICK- WHAT CAN YOU DO

- Find ways to ensure your change is embedded into policies and procedures
- Set up automation where possible – e.g. regular ordering of items so there are no barriers to performing the desired behaviour

# PHASE 3- WHAT CAN YOU DO

## Phase 3

### 7. Don't let up



### 8. Make it Stick

