

Paying Attention to the People Aspects of Change

Midland Leadership Network



Bronwyn Anderson

Change Dynamics Ltd

Provided national change support since 1995

Provided change leadership training since 1995

Vision: to help organisations develop their full potential through developing a culture where the whole person walks through the door to work each day and stays whole, resilient and high performing

Executive coaching, developing EQ & resilience
Training, facilitation, working with teams

Developing and embedding values to underpin the
required culture

Clients have included:

CCDHB, Mid Central DHB, ALAC, NZNO, Nurse
Maude, Quit Group

Victoria University, Government Ministries &
Departments, Vector, Banks, Non Profit



Agenda

- Introduction to CHANGE
- The Change Process
- Resistance
- Key Principles
- Planning – Introducing the WHY Frame
- Applying the WHY Frame
- The Importance of Trust



Types of Change

Processes,
Systems

Behavioural
Attitudinal

Collaboration

Team/Unit
culture

Structural

Lominger Competencies



“It was a very
difficult game
indeed.”

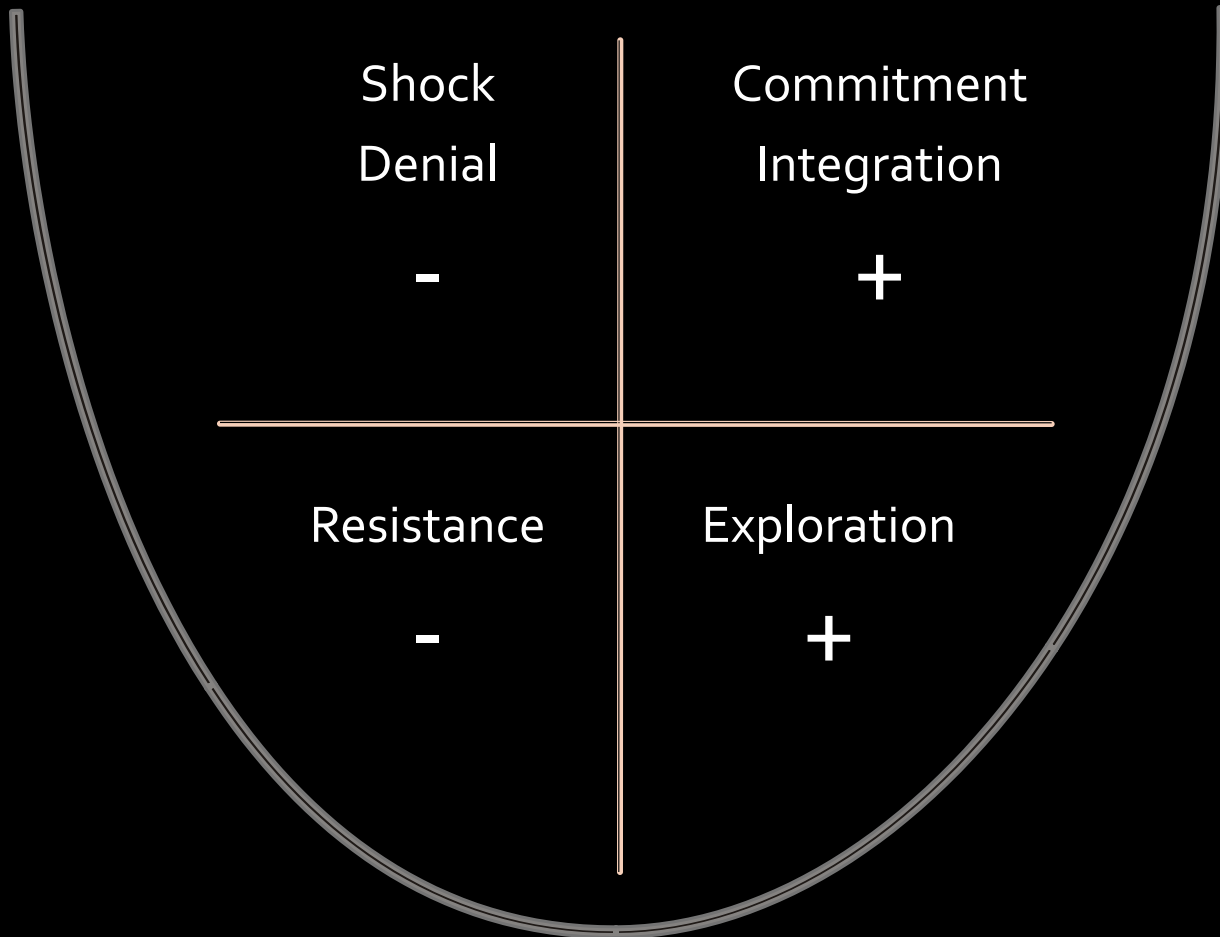


**The most powerful agent of
growth and transformation is
something much more
basic than any technique: a
change of heart**

--John Welwood



The Change Process



**Change is a process or journey,
not an
event or announcement
of change**



Take Hearts & Minds On The Journey



You can lead a horse
to water, but you can't



make it drink.

Resistance to Change

- Resistance is a normal reaction to change
- People resist being changed more than they resist change itself
- Usually not knowing what to do or what the outcome will be is scarier than change itself
- Help your staff develop the competency of managing ambiguity or uncertainty

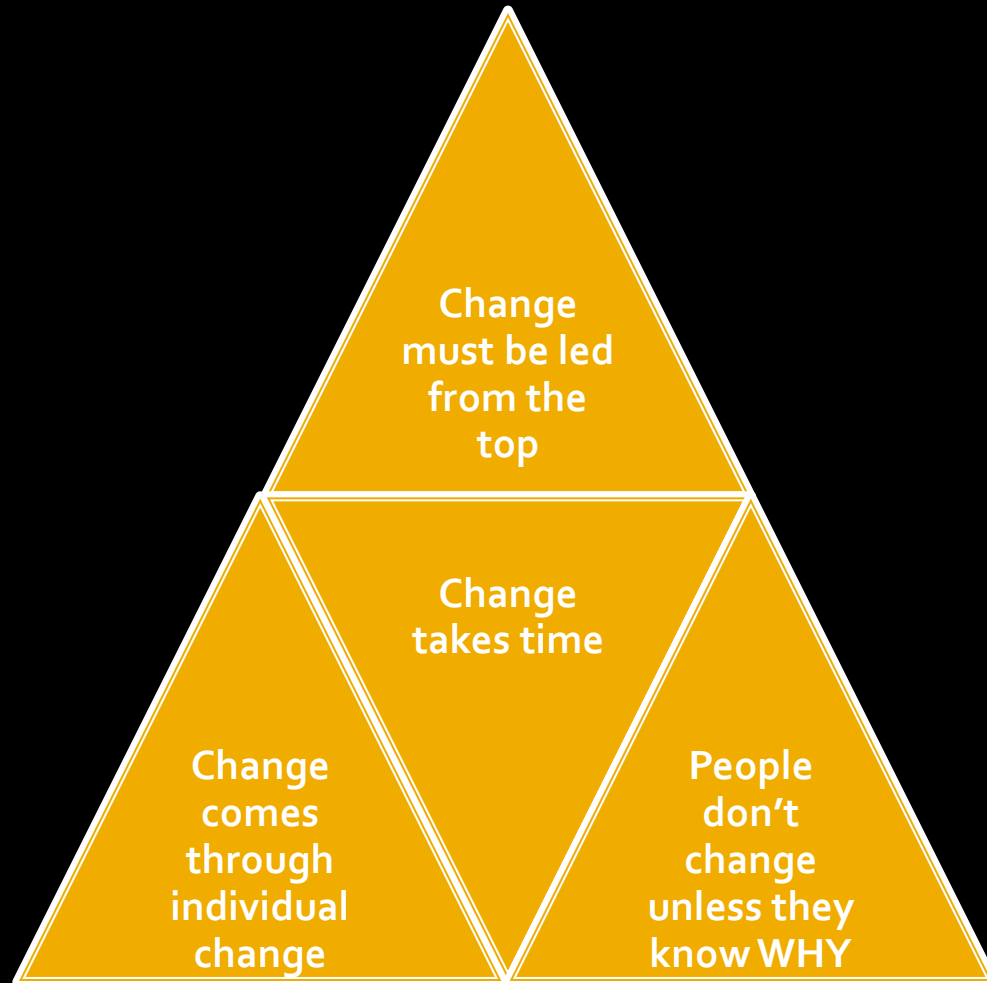


Where Resistance Comes From

- Lack of trust
- Lack of involvement
- Not understanding WHY and the end result/vision
- Uncommitted leadership
- Breaking people's psychological contract
- Individual conflicting drivers
- Past experience of change



Key Principles



Planning

*If you are failing to plan,
you are planning to fail.*

-Tariq Siddique



THE **WHY** FRAME For Planning Change

1. **WHY** change

2. **Willingness** to change

3. **WHAT** has to change

4. **HOW** to change

5. **YES** thank you





1. Understanding WHY

- First, you must understand **WHY** & so must your managers (**Vision & Purpose**)
- The implications if you don't change (*You/Them*)
- Provide evidence-based information
- Give information in as many ways as possible
- Easily available communication/guidelines
- Information targeted to different audiences
- Tell the same story & believe it
- Encourage **conversations & feedback**



Do you have a burning platform?

What evidence
do you have as
to why they
should change
what they are
doing?



Check their understanding

You know what assuming does!



Don't summarise conversations, ask them to

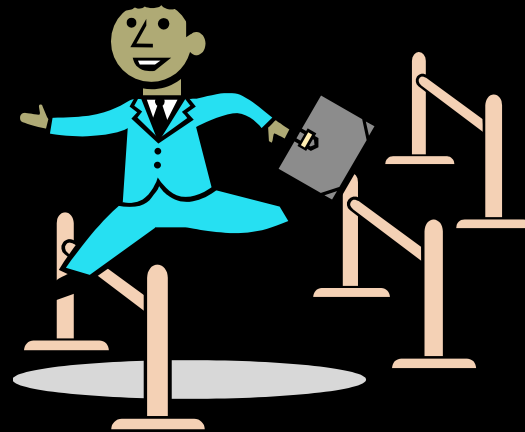
2. Willingness to Change

- Make it easy for them to integrate any change into how they work by asking them for advice
- Find out what motivates them to change, e.g.
 - evidenced based research
 - wanting better outcomes for patients
 - an easy life
 - people working together
 - helping patients and families
 - being seen as professional



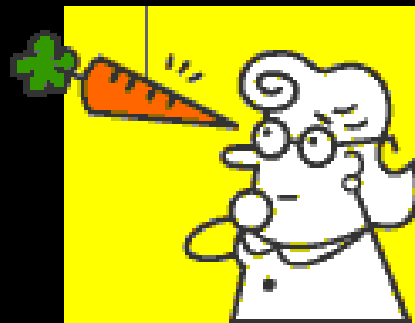
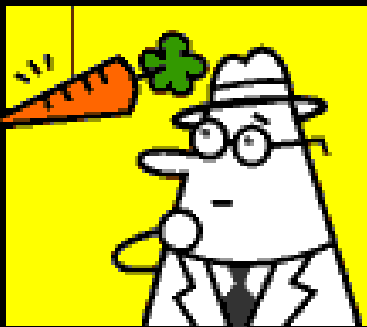
Working with key people

- List and plan to work with what you think are the motivators and hurdles for key people



Rate on a 1-10 scale what you think their current willingness is for the change.

- What do you, and they, need to do to raise that willingness?



Step by Step

We rise to great heights by a winding staircase.

Sir Francis Bacon 1561-1626

- Break the change into small steps to make it easier to implement, e.g. one part at a time
- How could you introduce your change in a stepped process to bring busy people on board?



Involvement People Early

- Involvement is not the same as informing
- Include them in planning up front, including in identifying outcomes once they realise the need for change
- Make the involvement meaningful
- Start sharing ownership early, don't keep it
- As soon as you can, give the work to staff to work out the details



Leadership

An enlightened leader has the ability to get members of an organisation to accept ownership for a vision as their own

Oakley & Krug

- You must still lead from the front and be visible
- You must be consistent
- Your leaders must tell the same story and believe it

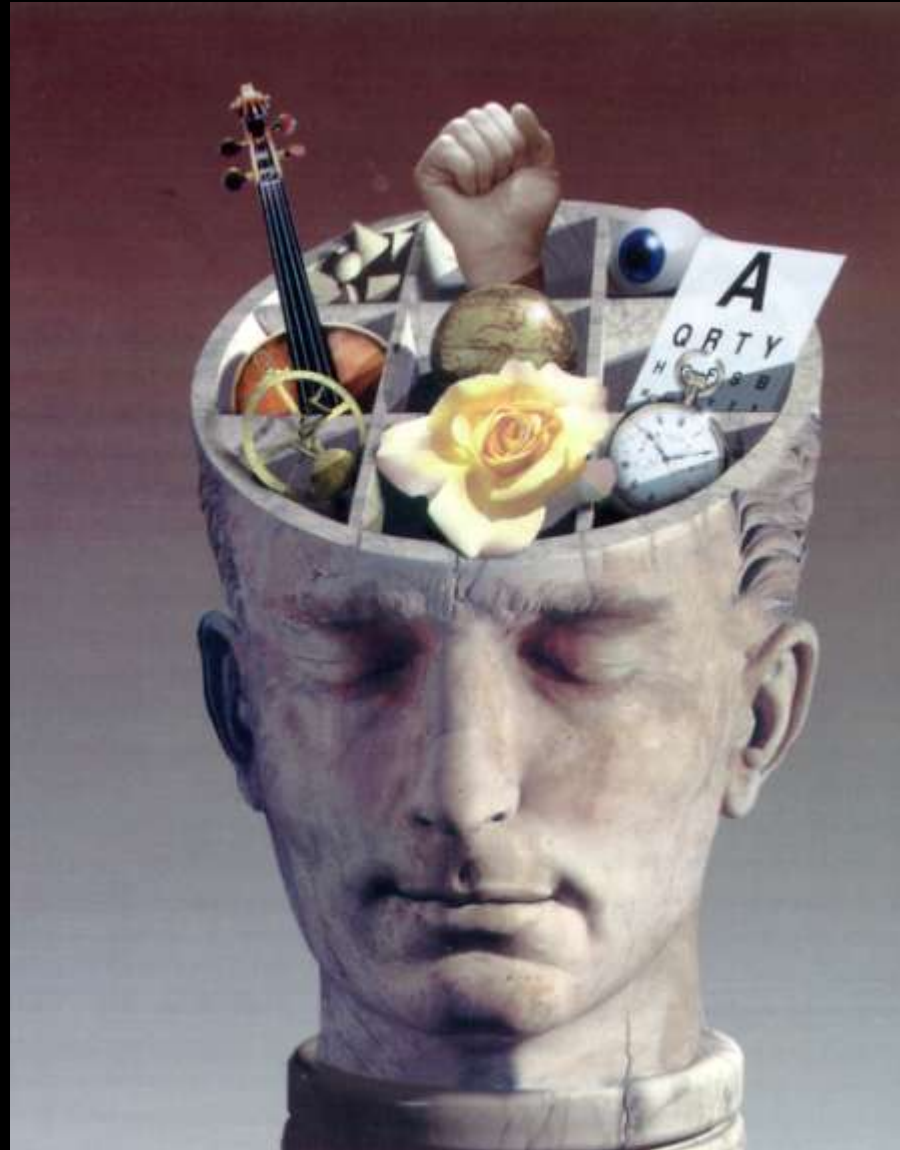


Manage Rumours

Help your leaders develop the reputation for being the people who know the facts



3. What Has To Change



- What has to be done differently?
- What skills will they need?
- What current habits, attitudes and beliefs will support this change?
- What new ones are needed?
- What new knowledge is needed?
- What other departments will also need to change the way they do things?



WARNING



Do not be tempted
to start at **WHAT**
Before working
through the
WHY
&
WILLINGNESS
steps

4. How To Change

- Modeling
- Channels for feedback
- Coaching and training
- Encouragement and positive feedback
- Other processes/agreements to support the change
- Removing other barriers
- Working with fears and concerns
- Ask them what else they need to help



5. YES Thank you

- Provide evidence of success promptly, and on an ongoing basis
- Acknowledge individual successes and changes
- Celebrate team successes
- Act on behaviours that are detrimental to the change



Monitoring Success

- What will success look like, from each player's perspective?
- How will you monitor success?
- How will you feed that back to those involved?





If you think you are too small to have an impact
try going to bed with a mosquito in the room

Anita Roddick

Putting the WHY Frame into action



Over the next 10 minutes..

- Share a change process that is current or is about to start at work
- Select one of these for the group to assess/plan using the WHY Frame



Plan/Assess the Change process

- Refer to the questions on your WHY Frame handout
- Use these to help plan for the people aspects of the change process you are working with
- You have 25 minutes for this
- You will then have 5 minutes to identify key learnings (Flip chart paper)



5 minutes: What are your key learnings? 💡



Join with another table

- Share what you have learned
- Capture this on flip chart paper
- Be prepared to present back your top 3 learnings

A Critical Success Factor

In paying attention to the people side of change is

***building & demonstrating
trust & integrity***



Trust and Integrity

- At your original tables, what do you think are the hallmarks of trust?
- Take the next 10 minutes to discuss these



Research shows:

- Consistency of behaviour
- Integrity of behaviour
- Sharing & delegation of control
- Communication (Accurate, explanations for decisions, openness)
- Concern demonstrated



Using the WHY frame as a framework will help
you build trust and integrity



Paying attention to the PEOPLE side of change

