People don't resist change. They resist *being* changed.

— Peter Senge, scientist, MIT professor, author
Shift Happens!
The Art of Change Management

Change is coming.

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Change Management

Your Experience: Change Failures & Successes

Accelerating Change

Communicating Change

Final Thoughts
change management
(noun)

the application of a set of tools, processes, skills and principles for managing the people side of change to achieve the required outcomes of a change project or initiative
Your Experience: When Change Failed
Greatest Obstacles to Sustainable Change

**For People**

- No engagement or buy-in from key stakeholders
- People’s resistance to change is not addressed
- People practices do not sustain change
- Successes are not recognized, communicated, and/or celebrated
- Progress is not measured
- Lack of follow-through and poorly communicated connection to business needs
Top 5 Reasons for Educator and Staff Resistance

- Lack of awareness – they have to SEE it
- Comfort with the status quo & fear of unknown
- Organizational history & culture
- Opposition to new technologies & processes
- Fear of job loss
Top 6 Reasons for Leaders Resistance

- Loss of power & control
- Change is additional burden
- Lack of skills to manage the change
- Disagreement with change – “not invented here”
- Skepticism about a need for change
- Fear of job loss
Emotional Reactions to Change

- Recovery Resulting from Addressing Emotions
- Typical Performance Dip Caused by Normal Emotional Reactions
- Distrust, Detachment, Disengagement Resulting from Ignoring Emotions
Your Experience:
When Change Succeeded
Greatest Contributors to Sustainable Change

- Strong Leadership Sponsorship
- Buy-In from Educators and Staff
- An Exceptional Change Management Team
- Well-Planned and Organized Approach
- Continued and Targeted Communication
- Understanding Individuals’ Experience of Change
Successful Change: Dr. John Kotter – 3 Drivers

1. See
2. Feel
3. Change
Want ‘Em To Change?
Put Feelings First
3 Drivers & Your Colleagues

1. *What do they need to See?*

2. *How do you want them to Feel?*

3. *Will this drive them to Change?*
Helping Others Through the Process
People need to *transition* through change. They do this through 3 stages:

- **Endings** – People need to let go of the past before they can embrace something new.
- **Neutral Zone** – People begin to explore their feelings about the change.
- **Beginnings** – People begin to embrace the change.
Strategies to Help People Through Ending Stage

- Expect and accept signs of emotion
- Acknowledge emotions openly and sympathetically
- Provide people with information
- Don’t try to talk people out of their feelings
- Treat the past with respect
- Repeat the message
- Explain your expectations
- Be visible
Strategies to Help People Through Neutral Zone Stage

Moving from Confusion ➔ Envisioning ➔ Skepticism ➔ Release

- Provide a sense of direction and guidance
- Encourage colleague involvement
- Meet frequently to give feedback and to listen to concerns and expectations
- Collaborate and build bridges between work groups
- Have direct reports and peers share their success stories or new ideas (encourage others to see themselves succeeding)
- Allow for the withdrawal and return of individuals who are temporarily resistant
Strategies to Help People Through Beginning Stage

**Confidence ➔ Commitment**

- Explain the purpose behind the outcomes you seek
- Paint a picture of how the future will look and feel
- Lay out a step-by-step plan
- Involve people in setting goals for their work
- Design opportunities for quick successes
- Provide individual and team training in new values, behaviors, and skills
Communication is Key
Communicating Change – Four Ps

- **PURPOSE** - Describe why you are making the change; help them SEE it

- **PICTURE** - Describe what the future will look like; what it will FEEL like

- **PLAN** - Describe the steps you need to take to get there; help them know HOW we’ll get there

- **PART** - Describe the part you need the specific employee to play; specify your requests; help them FEEL it personally
Top 5 Communication Musts

- Early
- Frequent
- Face-to-Face
- Messages from Leadership
- Address “WIIFM?” – impact on others
Communicating Change

Remember the Basics

• People trust behavior over words
• Understanding is more important than agreement
• Listening is twice as important as talking
• Tell them the truth - good news and bad
FINAL THOUGHTS: Managing Change

- Consider changes coming up for your group.
- Use the See-Feel-Change Model to discuss your strategy for helping people through change.
- Use the Four Ps to develop the key messages of your communication plan.
It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.

Charles Darwin (1809 - 1882)
Thank You!

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