Beyond Change Management

What do we do with the people?

Hani Kafoury, MA Psychology, Member of ACMP

Senior consultant, trainer, coach

Tranzition Consulting Services

Association of Change Management Professionals

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LEARNING OBJECTIVES

• What is the missing link for sustainable change
• Making the distinction between change and transition
• Becoming more effective in managing the people side of change
  – Locating people in transition
  – Determining people’s readiness for change
  – Developing a comprehensive change plan
Failing change
85% of people undergoing a diet FAIL.
50-80% of change initiatives in organizations FAIL
The Missing Link

Strategic

Operational

Leadership

Change
How people experience change
Change
starts with
the outcome

Transition
starts wherever
you are
Neutral Zone

- Loss
- Letting go
- Getting closure

Ending

- In-between time
- Chaos
- Doubt

New Beginning

- Being “with it”
- The new chapter
- Renewal
Managing

The People side of change
LOCATING PEOPLE IN TRANSITION

Signs

Words

TGIF

LOL

OMG!

Losses
Guilt
Resentment
Anxiety
Self-absorption
Stress

SIGNS
GRASS
“This is no big deal. We’ve been through this before!”

This is ridiculous! Who thought this up? It makes no sense!”

Sometimes it seems like there’s no one driving this train.”

“When you get used to the new system, it isn’t half bad.”

“Did you see the sales figures? We’re making our targets again!”

- Not yet in transition
- Endings
- Neutral Zone
- New Beginning
- Finished with Transition
### Who?

- **You**
- **Groups**
- **Individuals**
- **Outsiders**

### What?

- **Turf**
- **Influence**
- **Routines/Structures**
- **Control of Destiny**
- **Other**

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<th>Turf</th>
<th>Status</th>
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ARE THE PEOPLE READY?

- Has the organization effectively communicated?
- Is your leadership “walking the talk”?
- Does the organization have a good track record for handling change?
- Does your workforce trust your leadership?
- Are your managers supportive of the people?
- How committed and resourceful is your workforce in handling change?
Transition Leadership Process

Transition Plan

Train/Educate

Transition Monitoring Team (TMT)
**Transition Mgmt: Sample Strategies**

**Endings**
- Clarify
- Acknowledge
- Sell the problem

**Neutral Zone**
- People trust behavior
- Listen
- Tell the truth

**New Beginning**
- Make them practice
- Reward structure
- Quick successes
Transition: Effective Communication

1. 4Ps
2. 6 times rule
3. Vary the medium
4. Two-way
5. Consistency
6. Face-to-face
7. Tell them what you wish you could tell them
8. Forget “trust us”, “be loyal”, etc.
THE ROADMAP FOR SUCCESSFUL CHANGE

1. Assess readiness
2. Plan for and manage transitions, not just change
3. Coach and support
Beat the 50-80% Change Failure Odds

COMPREHENSIVE CHANGE PLAN

Strategic

PEOPLE

Operational
What transition principles & strategies can help you achieve real change?

www.tranzitionconsult.com
hkafoury@tranzitionconsult.com