



# Strategies for Exploring the Human Side of Change

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# Change Management

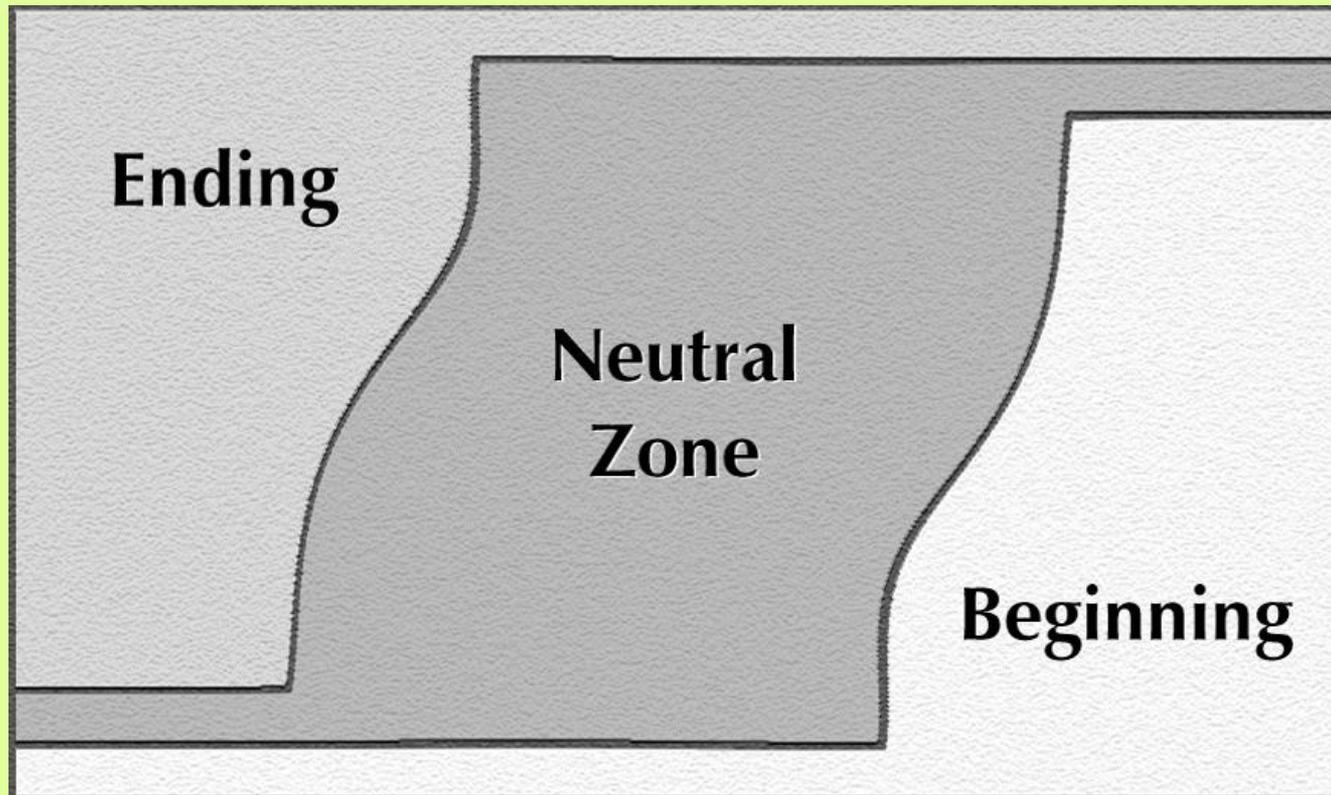
- A structured approach to transitioning individuals, teams, and organizations from a current state to a desired future.

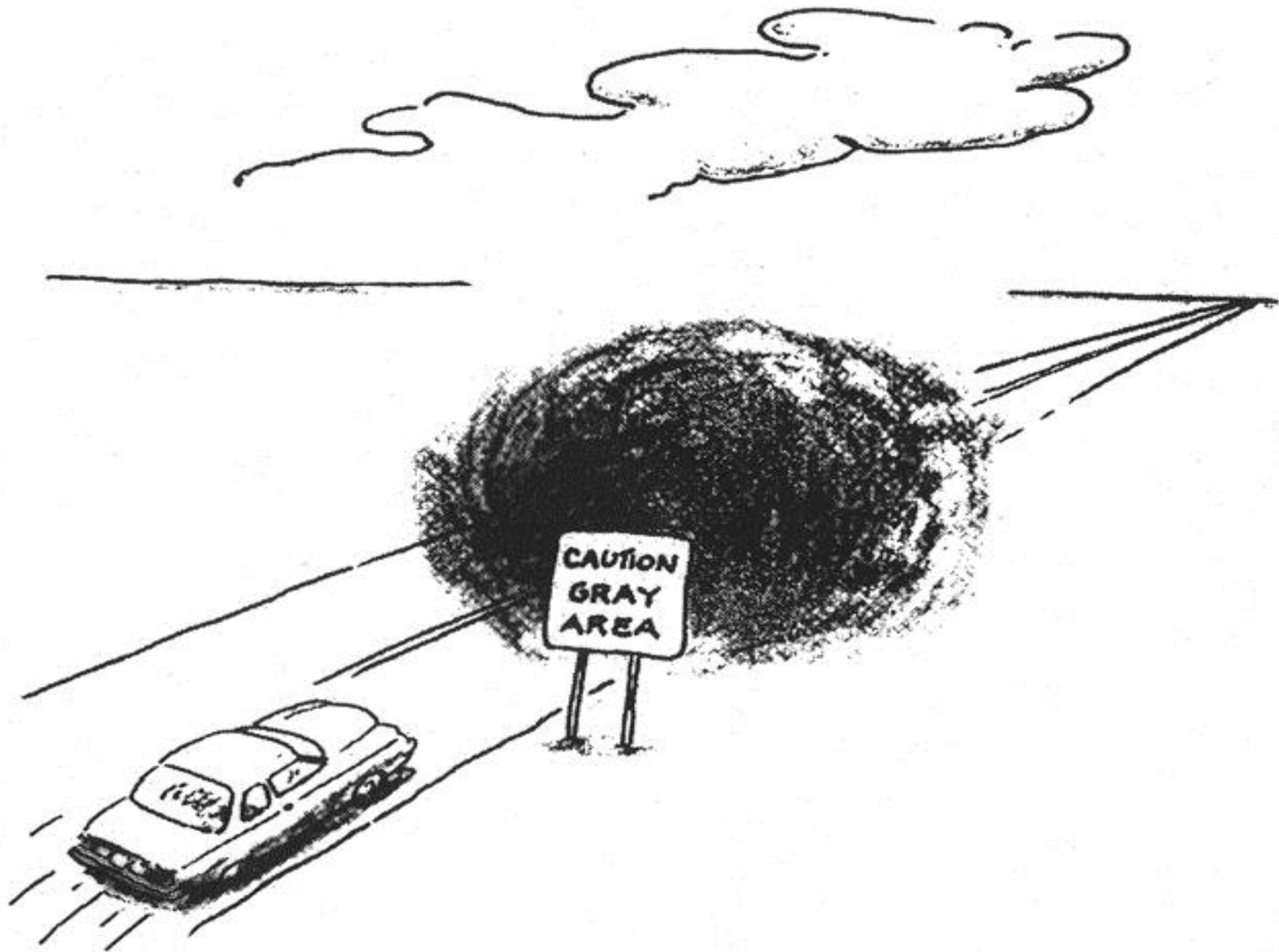
*~ Change is a constant in many of our lives. All around us, technologies, processes, people, ideas, and methods often change, affecting the way we perform daily tasks and live our lives.*

# Change Management Initiatives

- Change management initiatives have become a business discipline, driving bottom-line results through changes in systems and behaviors.
- Managing change has therefore become a critical skill, both for leadership -- and for workers within any organization.

# Change vs. transition- William Bridges





# ORGANIZATIONAL CHANGE AND TRANSITION

THE STRUCTURAL SIDE

THE PEOPLE SIDE

Visioning

Letting Go

Reengineering

Feeling Discomfort

***CHANGE***

**TRUST**

***TRANSITION***

Reorganizing

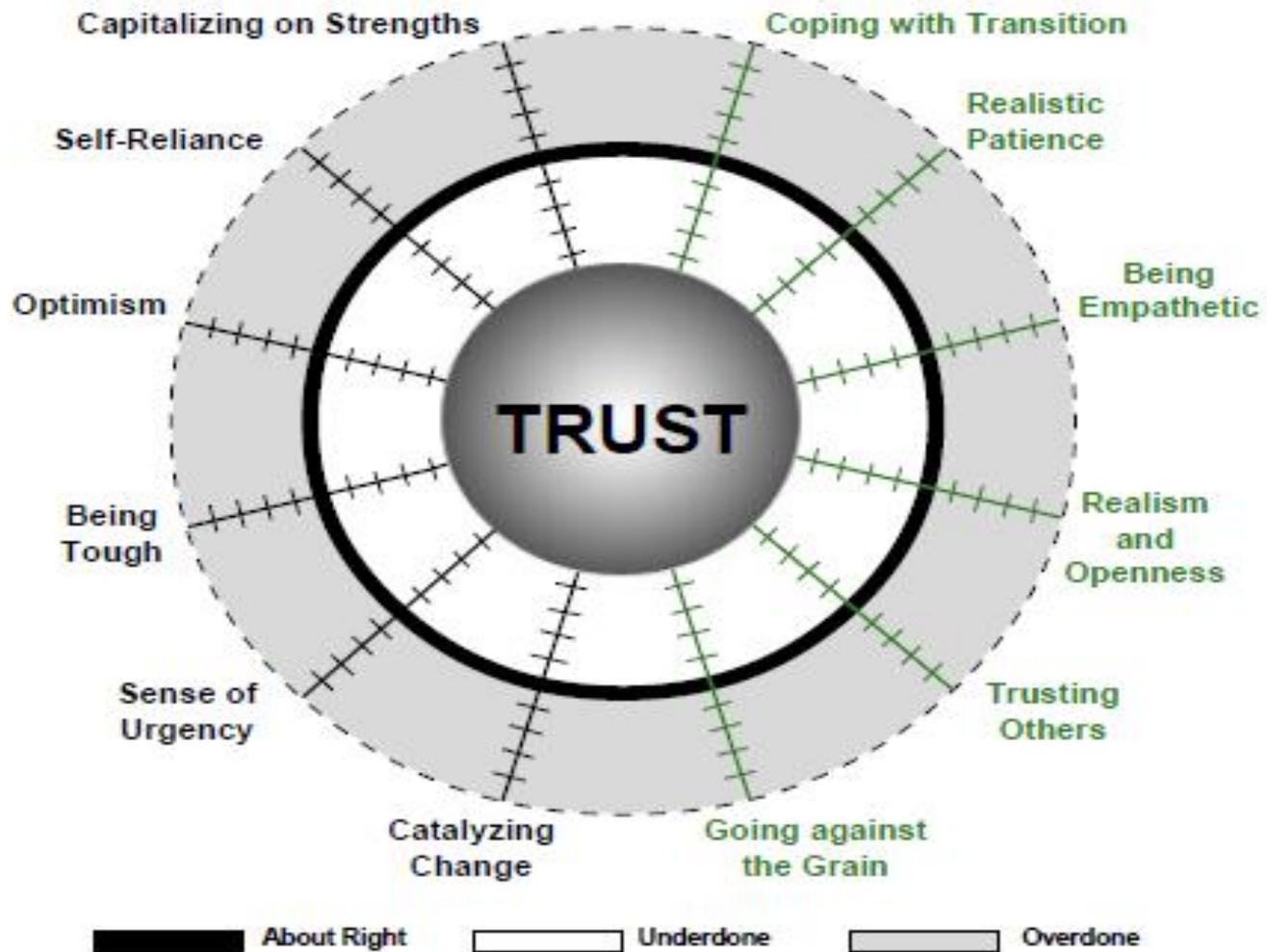
Rebuilding

Restructuring

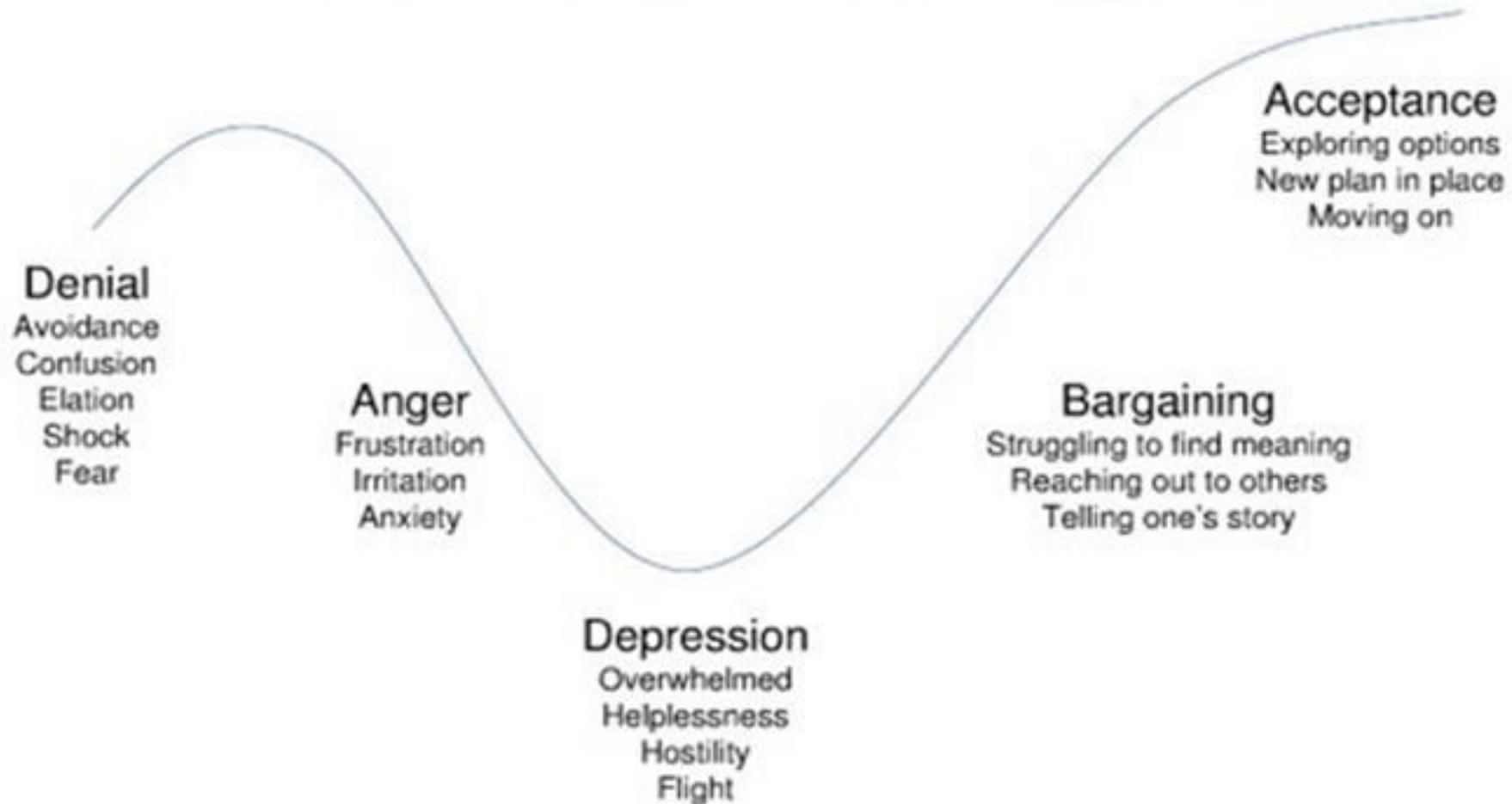
Learning Anew



# TRANSITION LEADERSHIP WHEEL



# Kübler-Ross Grief Cycle

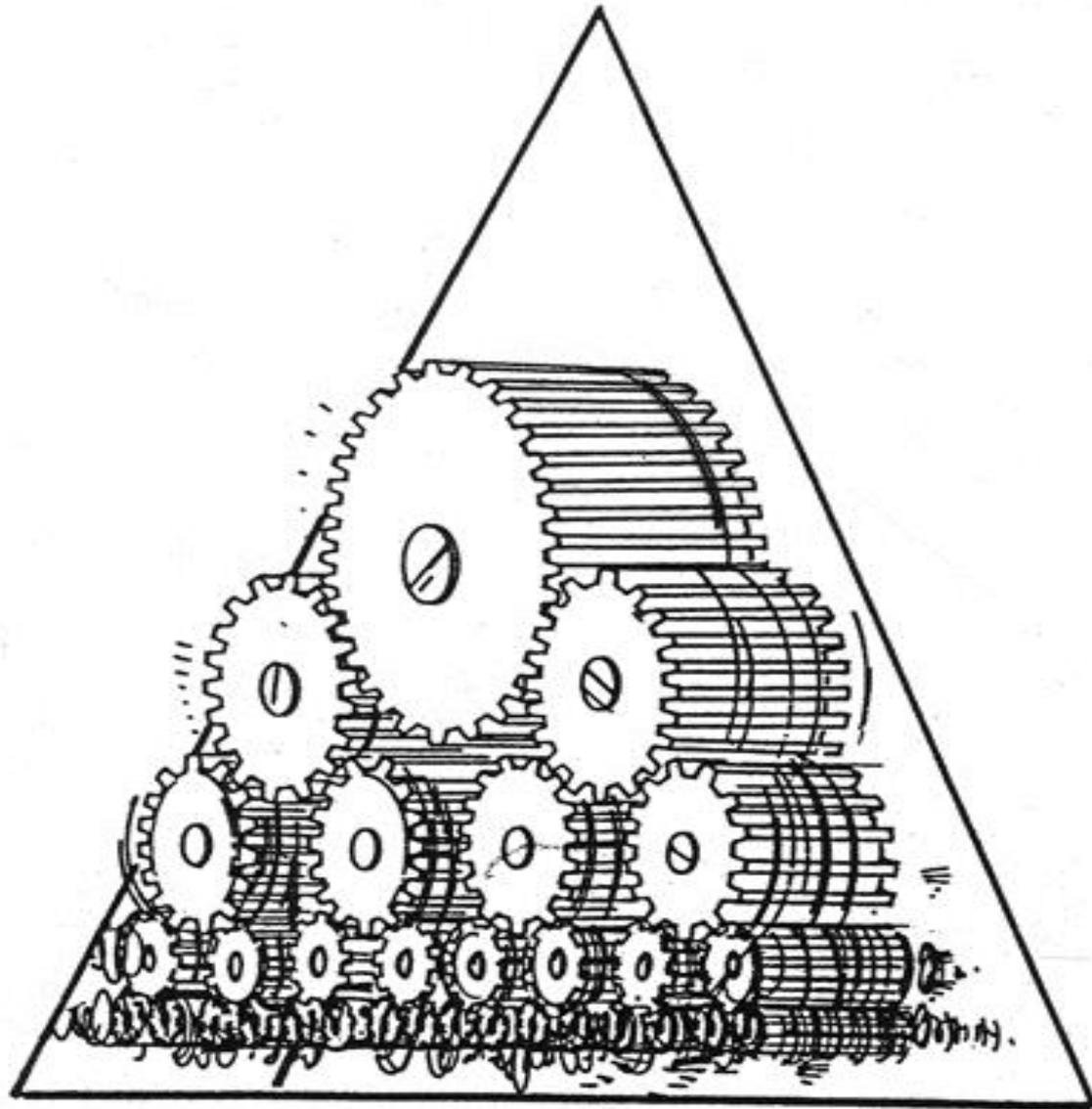


Information and  
Communication

Emotional Support

Guidance and  
Direction

# THE ESCALATING SPIN OF CHANGE



# John Kotter's 8 Steps for Change

## Step 1: Create a sense of urgency

- Build the case & tell why we must change

## Step 2: Form a guiding team

- enlist the support of stakeholders, executive sponsors, and subject matter experts

## Step 3: Get the vision right

- Craft the narrative of the preferred future state

## Step 4: Communicating the vision

- Talk about the plan to get there, describe in detail

# John Kotter's 8 Steps for Change

## Step 5: Empowering others to act on the vision

- Create a change team, or appoint change champions

## Step 6: Planning for and creating short-term wins

- Recognize and reward progress toward goal

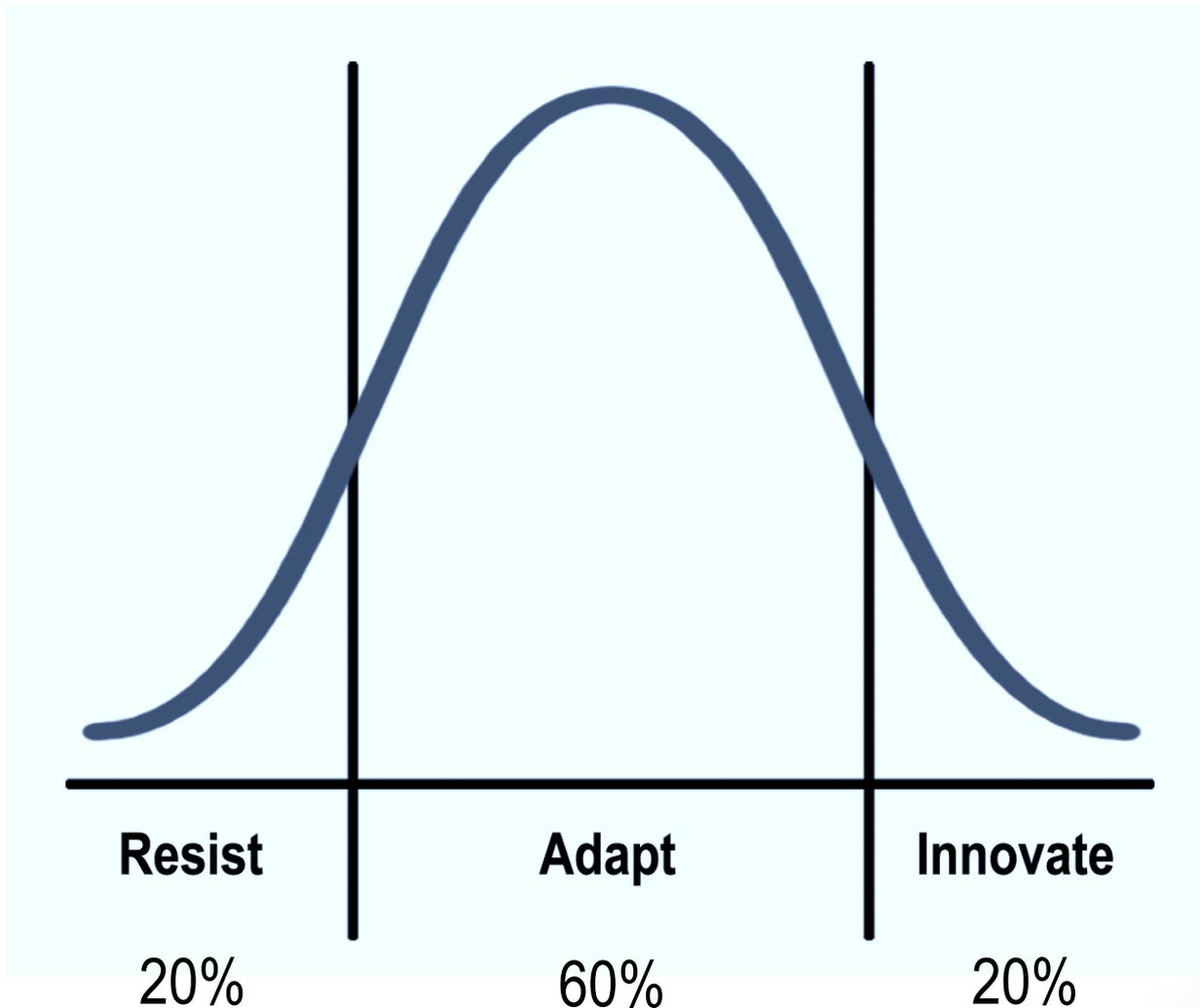
## Step 7: Don't let up (Build on the Change)

- Continue on the road until you have reached your goal. Don't settle for good enough.

## Step 8: Make it stick (Institutionalize the Change)

- Consider ways to reinforce and sustain the effort

# Typical responses to change



# Why do People Resist Change?

1. Fear loss of job
2. Lack of reward to change
3. Bad communication strategy or inadequate communication
4. Shock or fear of the unknown
5. Office Politics
6. Loss of support systems
7. Loss of control
8. Former Change experiences
9. Lack of competence
10. Poor timing
11. Empathy or Peer Pressure
12. Lack of trust and support



adapted from: [www.catherinescareercorner.com](http://www.catherinescareercorner.com)

# How to Navigate Resistance

1. Communicate
  - a. Have a communication strategy & execute it
2. Senior Leaders must walk the walk not just talk the talk
  - a. Model the change
3. Use Emotional Intelligence
  - a. Awareness, Regulation, Motivation, Empathy, and Management
4. Include Employee Participation
  - a. Pulse check employees, involve them in problem solving & decision making
5. Listen, Listen, Listen
  - a. Provide a safe place to listen to concerns

**Open and Truthful  
Communication**



**Organizational  
Support**



**Mutual  
Trust**



**Measurable  
Mutual Goals**



**Commitment To  
Mutual Gain**

# How to Navigate Resistance

5. Roll up your sleeves and get involved
  - a) Get involved, help out, know the pain and pressure points
6. Focus on solutions
  - a) Minimize problems by focusing on gains and rewards of the future state
7. Goals must be realistic
  - a) Focus on workable solutions, and be honest and flexible
8. Leader's must know the reason for the change "get- it"
  - a) Must be fully on board and convinced this is the right direction. Must understand pain of the present state and the pleasure of the future state

# Core Principles of Change Management

- Know the Purpose
  - Then Communicate It!
- Decide on a Change Strategy
  - Then Communicate It!
- Plan the Change Events
  - Then Communicate About Them In Detail!
- Involve Other's in the Change Work & Planning
  - Then Communicate To All!
- Implement Changes
  - Then Communicate Progress Toward Goals!
- Have a Plan to Sustain Changes
  - Then Communicate The Plan!

# 5 Questions to consider???

Why do people resist change?

How can we navigate resistance?

What is a Core principal of Change Mgmt?

How do we create trust?

What is the difference between change and transition?

**Q & A...** *Consider which of the buckets below your question falls under.*

Planning

Communicating

Managing

Strategizing

Implementation