

Infopeople 

LEADING CHANGE



Instructor:
Paula M. Singer
pmsinger@singergrp.com
An Infopeople Workshop
Winter 2009

This Workshop Is Brought To You By The Infopeople Project

Infopeople is a federally-funded grant project supported by the California State Library. It provides a wide variety of training to California libraries. Infopeople workshops are offered around the state and are open registration on a first-come, first-served basis.

For a complete list of workshops, and for other information about the project, go to the Infopeople website at infopeople.org.

INTRODUCTIONS

- Name
- Library
- Position
- What change project did you bring with you today?

“It’s not the strongest of the species that survive, not the most intelligent, but the most adaptive to change” Charles Darwin

NORMS

WORKSHOP OVERVIEW



- Myths and Realities about Change
- Transitions
- Kotter's Change Model
- Your Project Through the Lens of the Model
- Resilience
- Strategies for Success



Exercise #1

What Does Change Look Like
to You? Draw it!

WHAT COMES TO MIND?



How do you feel about change?

*Willing to modify 1 or 2 things
Basically working*

*Champion of change
Do it now*

Incremental

Love Change



Dislike Change

Moderate Change

*Status quo
Like it as is*

*Willing to make change
Managed and controlled*

**25 WOMEN
BUSINESS
BUILDERS**



She's #1 Taryn Rose was a surgeon with sore feet. Now she owns a \$20 million shoe company. (Even Jamie Foxx wore her shoes to the Oscars.)

FAST COMPANY

MAY 2005

>> **HOW SMART PEOPLE WORK**

CHANGE OR DIE.

What if you were given that choice?

For real. What if it weren't just the rhetoric that confuses corporate performance with life or death, but actual life or death? Yours. What if a doctor said you had to make tough changes in the way you think and act—or your time would end soon? Could you change? Here are the scientifically studied odds: nine to one. That's nine to one against you.

continued on p. 52

\$4.99 US \$5.99 CANADA FASTCOMPANY.COM



PLUS

Is Harvard Divinity School the Hottest Ticket in Management Education?

APPRENTICE REJECTS!

What They Did—and Didn't—Learn From The Donald



MYTH

1. Crisis is a powerful impetus for change

2. Change is motivated by fear

3. The facts will set us free

4. Small, gradual changes are always easier to make and sustain

5. We can't change because our brains become "hardwired" early in life

REALITY

90% of patients don't sustain changes in the unhealthy lifestyles that worsen their severe heart disease and greatly threaten their lives.

It's too easy for people to go into denial of the bad things that might happen to them. Compelling, positive visions of the future are a much stronger inspiration for change.

Our thinking is guided by narratives, not facts. When a fact doesn't fit our 'mental models' we reject it. Also, change is inspired best by emotional appeals rather than factual statements.

Radical, sweeping changes are often easier because they quickly yield benefits.

Our brains have extraordinary "plasticity"...we can continue learning complex new things throughout our lives, assuming we remain truly active and engaged.

You Need to Lead 2 Kinds of Changes

○ The Change

○ The Transition

- Predictable
- Internal
- Personal



PHASES OF INDIVIDUAL TRANSITION



TRANSITION PHASES

ENDING

- Every beginning ends something.



TRANSITION PHASES

NEUTRAL ZONE



It's not so much that we're afraid of change or so in love with the old ways, but it's that place in between that we fear...

it's like being between trapezes. It's Linus when his blanket is in the dryer. There's nothing to hold on to.

- Marilyn Ferguson


TRANSITION PHASES

NEW BEGINNING



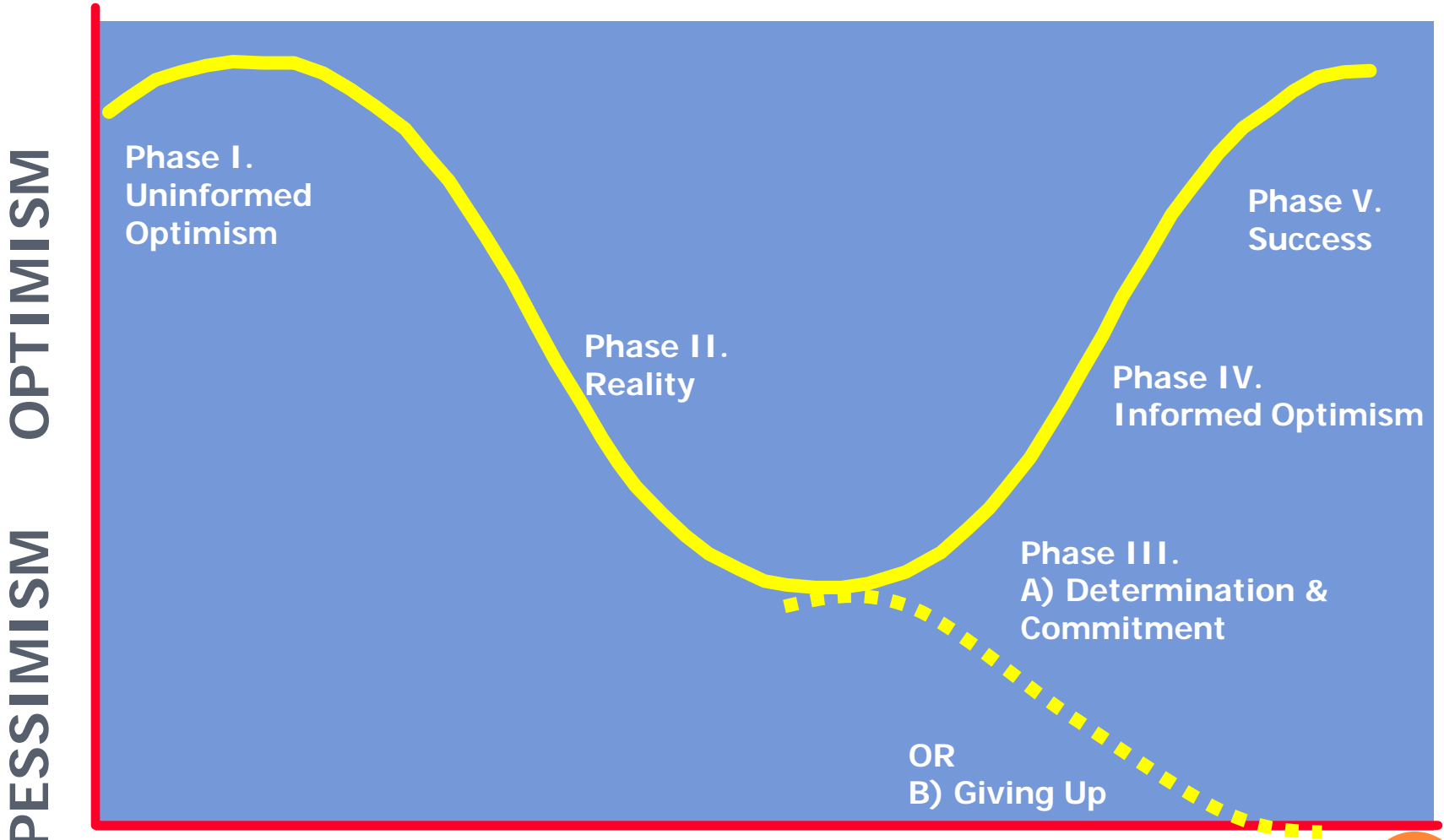
Beginnings are strange things. People want them to happen but fear them at the same time... Beginnings are scary, for they require a new commitment. They require, in some sense, that people become the new kind of person that the new situation demands.

COMPLEXITIES OF TRANSITION

- 
- ✓ Phases overlap
 - ✓ Changes happen simultaneously
 - ✓ We can only absorb so much

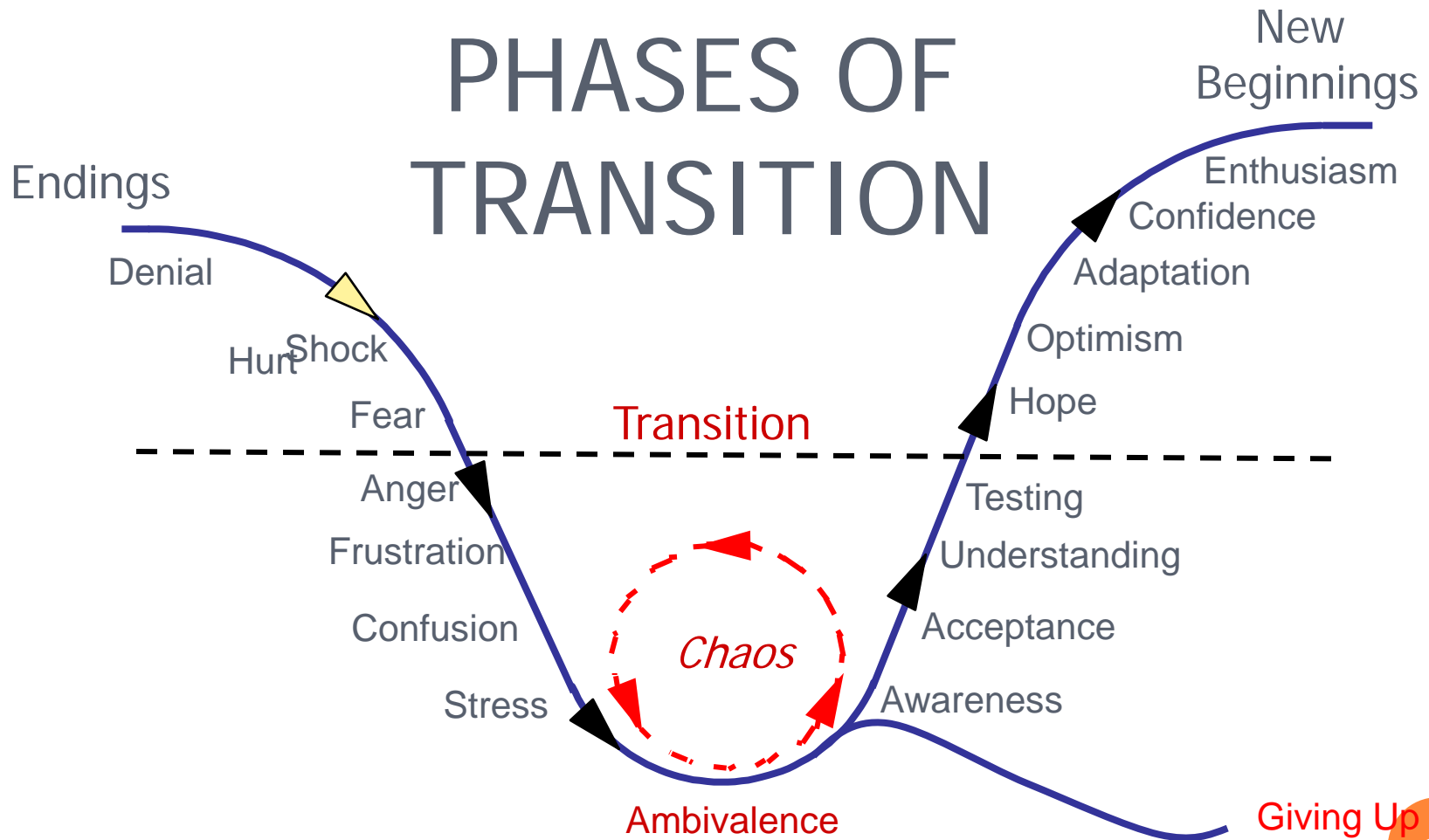
Beginnings involve new understandings, new values, new attitudes and new identities.

EMOTIONAL CYCLE OF CHANGE



REACTIONS TO CHANGE

PHASES OF TRANSITION





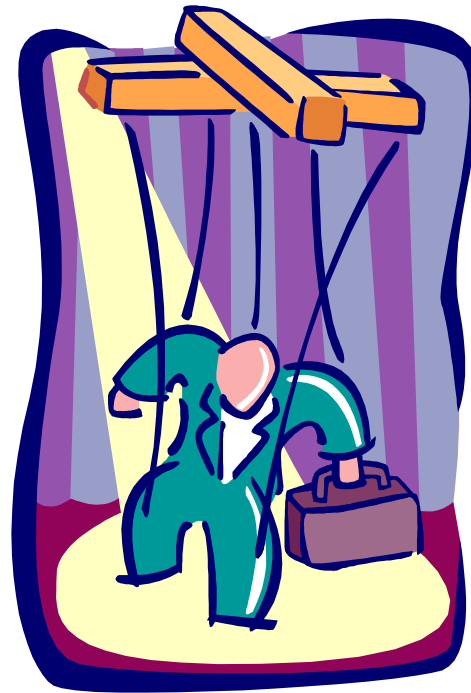
Exercise # 2

Helping People Through the
Change Curve: A Case
Study

Dilbert's View of Change



People resist the transition,
not the change.
What are they resisting?



BEYOND RESISTANCE: TOUCHTONES

- Maintain clear focus
- Embrace resistance
- Respect those who resist
- Relax
- Join with the resistance

Rich Maur's, Beyond the Wall of Resistance

Change Situation: whole group

- In order to save money, be more responsive to the community, save staff time and be more efficient and effective, the library director, after much study, has announced the ***conversion to Centralized Collection***. Selection will be in the hands of a few at central.
 - Brainstorm **positives and negatives** around the change
 - **What resistance** will you encounter, and ways to **counteract**
 - Brainstorm **positives and ways to support** and continue this change

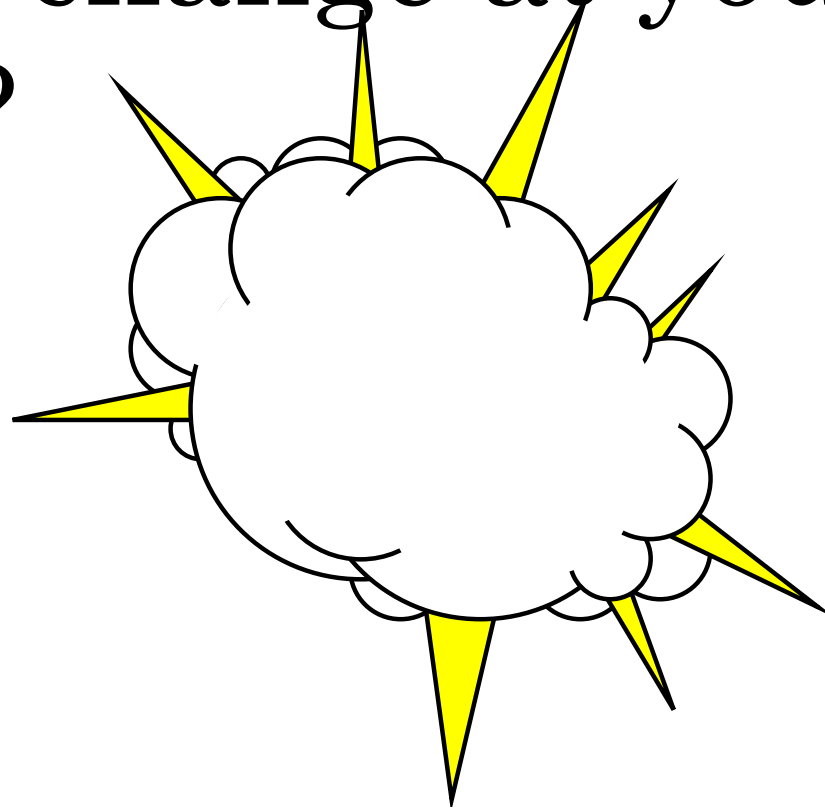


Exercise # 3

FORCE FIELD ANALYSIS

WHAT ARE THE....

Drivers of change at your libraries?



THE PACE OF CHANGE HAS BECOME
DAUNTING...

DO YOU KNOW?



<http://www.youtube.com/watch?v=pMcfrLYDm2U>

JOHN KOTTER'S MODEL FOR LEADING CHANGE

1. Establish a sense of urgency
2. Create the guiding coalition
3. Develop a vision or strategy
4. Communicate the change vision
5. Empower employees for broad-based action
6. Generate short term wins
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture

1. ESTABLISH A SENSE OF URGENCY



INCREASE URGENCY BY ...

- Bringing the outside in
- Changing /improving information
- Demonstrating competence
- Behaving with urgency every day
- Finding opportunity in crisis
- Dealing with the NoNos



Exercise # 4

Creating Urgency

2. CREATE THE GUIDING COALITION

- What skills, attributes will you look for?
- Who will you invite?



3. DEVELOP A VISION OR STRATEGY



4. COMMUNICATE THE CHANGE VISION

- Keep it simple
- Use metaphor, analogies, stories
- Multiple forums
- Repetition
- Lead by example
- Explain inconsistencies
- Give and take

MARTIN LUTHER KING, JR.

I have a strategic plan

- Logic and data
- Win over minds and thoughts

I have a dream!

- Communicates emotionally compelling needs; stretch goals that excite and arouse determinations
- Win over hearts and minds

HEAD



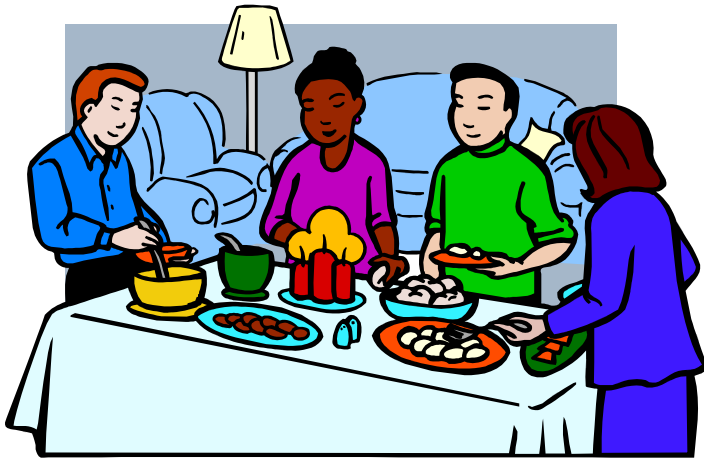
- **Right words:** affirmative, assertive, responsible; foster collaboration and engender trust
- Brainstorm the benefits
- Prioritize the benefits based on interests
- Show evidence that high-priority benefits are real
- Play up your unique proposal

+ HEART



- Need to connect at an emotional level
- Emotions **more powerful** role in decision making
- Why?
 - more interesting + memorable
 - prompts behavioral change more quickly
 - requires less effort to respond than weighing +/-
 - distracts from speaker's intention to persuade
- in the most powerful ... first accept based on emotion,
then justify based on a logical assessment.





Life is change.
Growth is optional.
Choose wisely.

Karen Kaiser Clark



Exercise # 5

Creating a Vision and
Communicating it!

5. EMPOWER EMPLOYEES

- Communicate a sensible vision
- Eliminate barriers
- Provide training
- Align systems to the vision
- Confront supervisors who undercut change



Exercise # 6

Aligning Systems, Structures and Processes

6. GENERATE SHORT TERM WINS

- Provide evidence hard work is worth it
 - Reward change agents
 - Help fine-tune the vision and strategies
 - Undermine cynics and self-servers
 - Keep bosses on board
 - Build critical momentum
-
- What have you used that's been successful?

7. CONSOLIDATE GAINS AND PRODUCE MORE CHANGE

- More change, not less
- More help
- Leadership to clarify the vision and keep urgency up
- Project management and leadership from below
- Eliminate barriers

8. ANCHOR NEW APPROACHES IN THE CULTURE

- Culture change comes last, not first
- Depends on results
- Requires a lot of talk to gain validity
- May involve turnover
- Make decisions on succession critical

CHANGE

.... has a considerable psychological impact on the human mind.

*To the **fearful** it is **threatening** because it means that things may get worse.*

*To the **hopeful** it is **encouraging** because things may get better.*

*To the **confident** it is **inspiring** because the challenge exists to make things better.*

King Whitley Jr.

TIPS FOR DEALING WITH NON STOP CHANGE

- Capacity
- Postpone “extra” changes
- Foresee as much as you can
- Do worst case scenarios
- Make the transition to *Change as the Norm*
- Clarify your purpose
- Unload old baggage
- Sell problems, not solutions
- Rebuild Trust : Outward + Inward

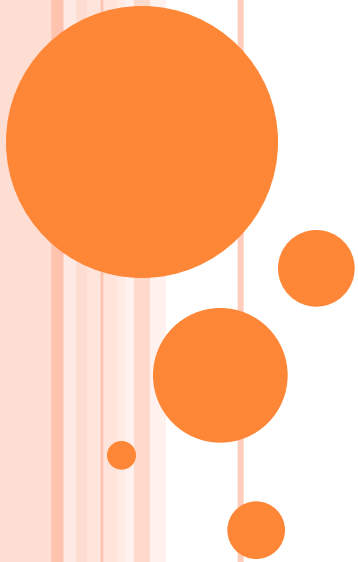
START BEING TRUSTWORTHY: HOW?

1. Do what you say you are going to do.
2. If can't, warn asap + explain.
3. Listen carefully; ensure understand.
4. Understand what matters + work to protect.
5. Share yourself honestly.
6. Seek feedback on your trustworthiness.

KEEP BUILDING TRUST

7. Don't expect others to trust you more than you trust them.
8. Extend your trust a little further.
9. Trustworthy is not being a buddy.
10. Don't be surprised if trust building project is viewed suspiciously.
11. If all of this is too complicated remind yourself ... "tell the truth."

**WHAT IS
RESILIENCE and
WHY is it
IMPORTANT?**



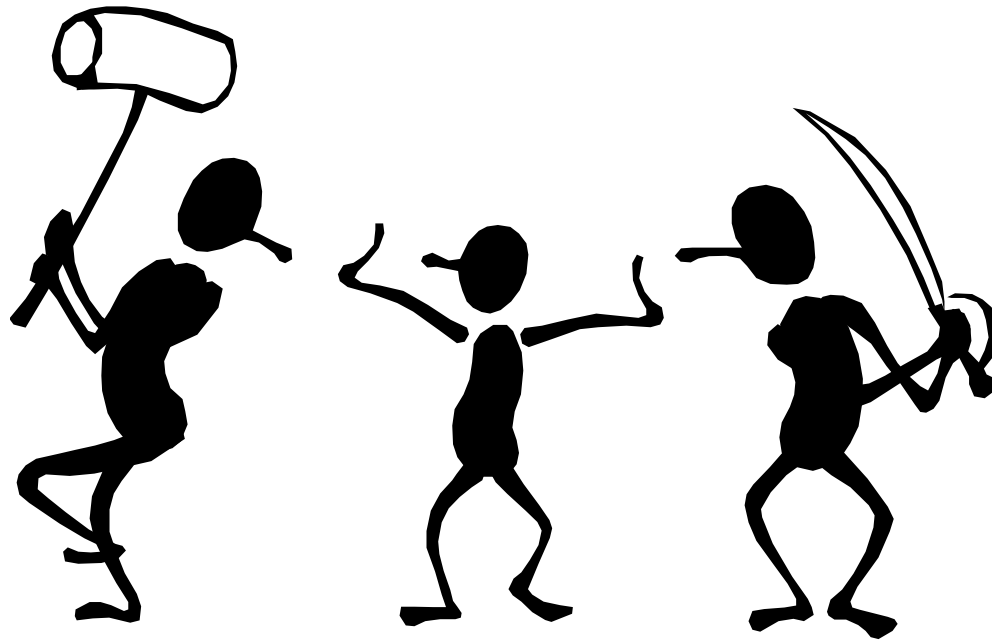
RESILIENCE IS THE CAPACITY TO:

- Absorb high levels of change and maintain your effectiveness
- Remain relatively calm in unpredictable environments
- Grow stronger from changes, rather than feel depleted by them



THREE STRATEGIES TO SUCCEED DURING CHANGE

CHANGE DANCE





STRATEGIES + TOOLS FOR SUPPORTING TRANSITIONS

Strategies

- 1. Acknowledge Reality**
- 2. Put Your Energy Where it Matters Most**
- 3. Define Your New Reality by Seeing Opportunity in the Change**

Tools

1. Acknowledging YOUR Reality Now
2. Which Belief Set Most Closely Reflects Yours?
3. Using Your Energy Most Effectively.
4. Using the 4 Ps* to Define Your New Reality.
Purpose, Picture, Plan, Part

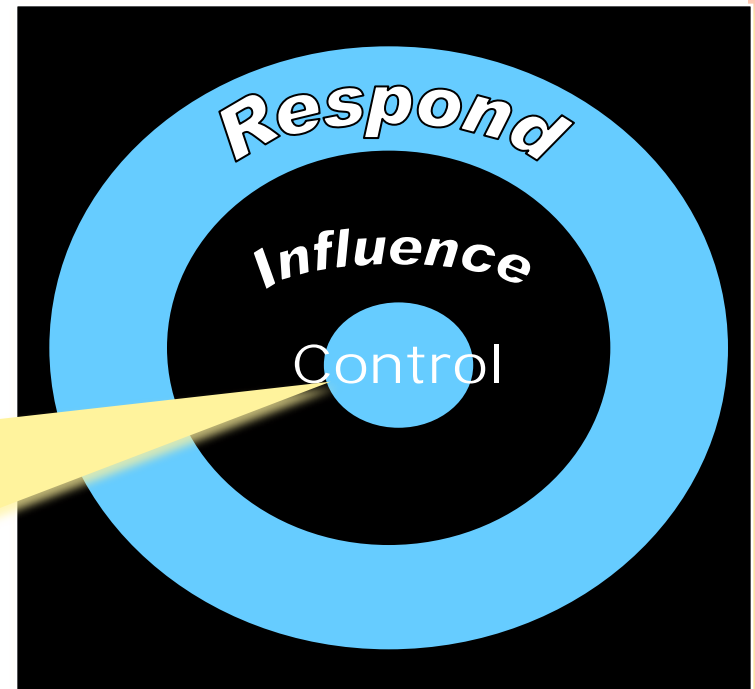
STRATEGY #1 | ACKNOWLEDGE REALITY

- Overload
- Dysfunctional behaviors

STRATEGY #2 | PUT YOUR ENERGY WHERE IT MATTERS MOST

- Change can often act like a sponge, absorbing our energy
- Where are you putting your energy?

Which belief set did you identify with—
A or B?
How does this impact your energy?



STRATEGY #3 | DEFINE YOUR NEW REALITY BY SEEKING OPPORTUNITY IN CHANGE

- Unknowns, ambiguity
- Rely on what know
- 4 Ps help keep focus
 - Purpose
 - Picture
 - Plan
 - Part



Tools for Change – Putting them to Work

58



**Fill out
Kotter's Change Model
and under each step
write an "I will"
statement**



60

**PAULA M. SINGER
THE SINGER GROUP, INC.**

410.561.7561

pmsinger@singergrp.com

www.singergrp.com