



Unit 3

Change Management

Learning Outcomes

By the end of this unit the learner will be able to:

- ✓ Discover how you can prepare for and embrace the forces of change.
- ✓ Identify ways to get you and your workspace organized and get a jump on the next crisis.

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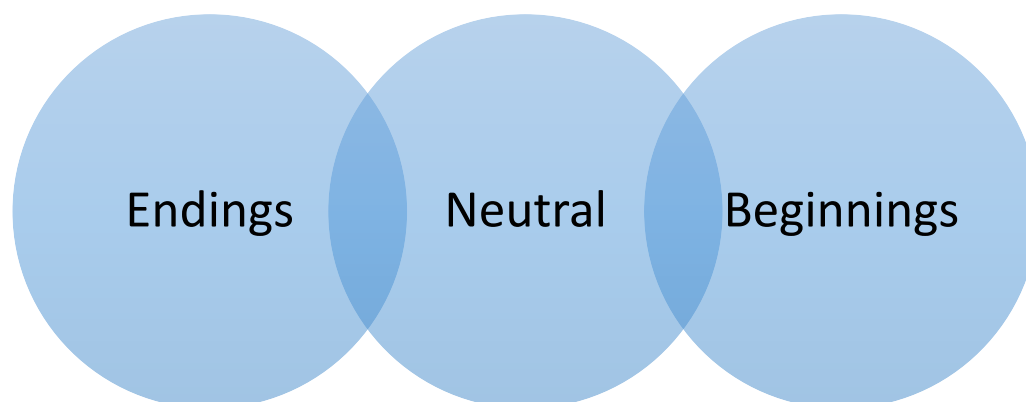
About Change

There has been a great deal of research and much has been written about the effect of cataclysmic change in organizations. It is becoming clear that an organization's approach to change creates a ripple effect that reverberates through the organization for months or even years.

Managers and team leaders can have a powerful effect on how workers react to the threat of change, either positively or negatively. Unless we as individuals come to grips with the underlying psychological effects of radical change, we will be ill-equipped to guide others, or our organizations, through that change.

Programs don't fix people. People fix people. Once we understand why we find change so threatening, we can begin to accept and manage change for ourselves and for others.

While adapting to change, it is helpful to analyze what William Bridges has called the change cycle. This cycle details three stages that each of us goes through when adjusting to change.



Endings

There is an Endings stage, where we let go of something known and dependable. Not acknowledging an ending makes it difficult to move forward. People may not want to acknowledge beginnings or endings but they usually agree on the stress and confusion that they feel during this time.

Neutral

There is a neutral zone, where we hang in mid-air, without orientation to the past or future. Here you will want to find anchors, arrange temporary structures, and explore the other side of change, particularly its positive aspects.

Some characteristics of this stage are:

- Time to complete endings and begin new patterns.
- Strong need for support from others.
- Major transitions unleash powerful conflicting forces in people.

It's interesting to note that Western culture avoids the neutral zone experience. The neutral zone is treated like a busy street to be crossed as quickly as possible. However, it is important to take the time to complete endings and integrate new patterns. Most organizations (and many people) skip transitions and jump to new beginnings.

Beginnings

Finally, there is a beginnings stage, where we plunge headlong into something unknown and unknowable – our own future. This stage is a void to be filled with renewed enthusiasm and a new direction.

Organizations think about beginnings long before people do. As well, there is often conflict between the organizational impetus and the critical mass to make it happen. At this stage, people need drawing leadership (vision and purpose) rather than pushing management (goals and plans).

Here are some more thoughts about change:

- All change begins with an ending.
- Just because you understand something doesn't mean you accept it. Western culture teaches us to intellectualize. If you understand it, then you can deal with it. However, we don't always have the skills to deal with emotional reservations. Intellectually, we might accept change, but emotionally, we may still resist that change.
- Change is often viewed as loss.
- Studies show that as little as a 15-20% change in a job description will cause people to describe having a whole new job.

Individual Exercise

Change Situation	Ending Events	Neutral Events	Beginning Events

Key Factors in Successful Change

Empathy: The First Key to Successful Change

A practical definition of **empathy** is, “putting yourself in the shoes of the other person.”

In managing change, the first key is to know to what extent the change will be resented or rejected, accepted or welcomed. If everyone is enthusiastic about it, it is probably OK to proceed immediately. But if it will be resented and resisted, it is probably wise to reconsider or go slowly.

In order to be accurate in analyzing the degree of resistance or acceptance, it is necessary to consider each person individually. The better a manager knows the individuals who will be affected by the change, the more accurate will be his or her analysis of their reactions.

Participation: The Second Key to Successful Change

Empathy, the first key, requires a manager to determine feelings and reactions toward a change. The second key, participation, requires a manager to get involvement from those concerned with and affected by the change.

Participation is a very important factor in the successful management of change. It begins with a philosophy among all levels of management beginning at the top. They must believe that **participation** can benefit both the organization and the employees.

It then requires **implementation**. In most cases a formal approach is best, such as quality circles (with structure and training). In some cases an informal approach can be successful.

Not only can participation contribute to the quality of the change, but it can also be significant in increasing the acceptance of those who must implement the change. And this is what managing change is really all about! It involves both the decision itself and its implementation. A good decision based on all the available facts can fail because of lack of acceptance, resulting in resistance and even sabotage. Participation is the key that can contribute to both quality and acceptance and results in a win/win solution for both managers and their employees.

Communication: The Third Key to Successful Change

Communication, the third key, requires the manager to maintain continuous, complete, and clear communication with all persons affected by the change.

It probably isn't necessary to point out that communication is so important when you are managing change, but we would like to call attention to the following aspects of communication that are frequently misunderstood or often ignored.

Definition.

Communication means to create understanding and not merely to send information. If people don't understand, the manager has not communicated.

Who.

The criteria for deciding to whom to communicate should include those who want to know as well as those who need to know.

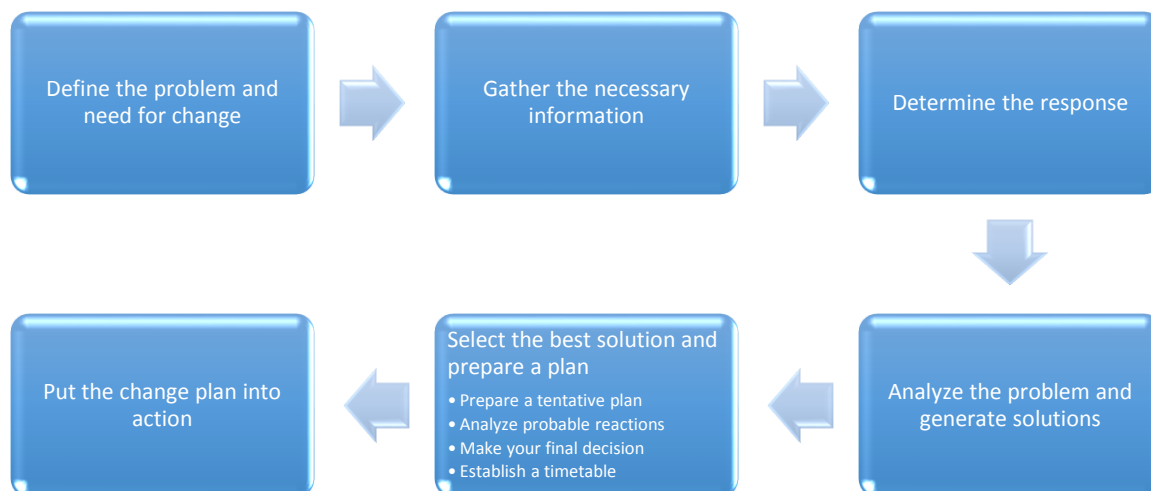
When.

Care should be taken regarding the timing of the communication. First of all, managers should be told before non-managers and union officers get the information. Secondly, those who will be affected should be told as far in advance as practical.

How.

Managers should give thought to the method of communicating before doing it. It is important to understand the advantages and disadvantages of oral and written communication. In most cases, oral both methods may be necessary to achieve understanding as well as to gain acceptance. In very few cases will written communication alone do the job.

A Step-by-Step Plan for Change



Case Study: Getting More from the Last Hour

Getting More From the Last Hour

Employees in one department have fallen into the habit of slacking off during the last hour of work. Supervisors were under a good deal of pressure from their managers to do something about it. Privately they acknowledged the slowdown as a real problem, but in fact they did nothing.

Rather, they scheduled themselves into their offices during the last hour of the day, under the guise of using that hour for planning the next day's work. The result was that they didn't have to see the problem. Each supervisor intuitively sensed that to take action would be unpopular and would bring criticism from both supervisory colleagues and from employees for trying to win points with management.

The situation was further complicated by the fact that employees had work-related justification for being away from their primary work area and in contact with employees in different sections. Thus employees could be supervised by their area supervisor, or by a supervisor from another area.

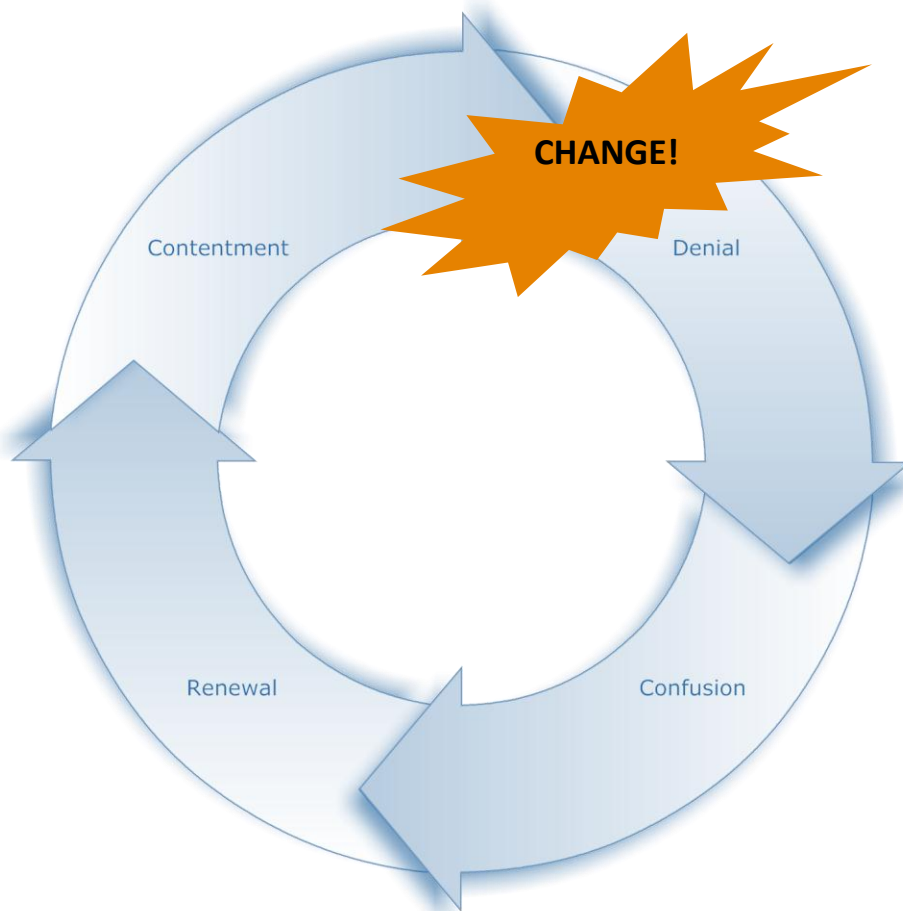
Twenty supervisors report to four managers.

If you were one of the managers responsible for productivity and morale in this department, what would you do to correct the situation? (Hint: Use the model that we just discussed as a template for your action plan.)

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The Four Room Apartment

Psychologist Claes Janssen describes the process of change like moving from one room to another in a four-room apartment.



Imagine that we are going through our workday relatively content with the status quo; there is no need to make changes and all is well. Here, we are in the **contentment** room. However, should a change come along, our first response is to deny that change.

That is when we move to the **denial** room. However, if you receive more information or can begin to see some advantages of the change, you may move into the **confusion** room. You aren't quite certain what is in store, but you are willing to keep an open mind.

Eventually, the confusion is cleared up and you can then move into the **Renewal** room where you feel energized and positive about the future again. You settle into the new status quo – you're back in the **Contentment** room.

Generally, we only need about 20% of a group to see some benefits in a change to have the change happen relatively smoothly. These people will move through denial and into the confusion room fairly quickly. They will ask enough questions and be supportive enough of the change that it will bring the rest of the group along. Of course, there is always the possibility of a few hold-outs!

Time Management Tips and Tricks

Getting Things in Order

In some workplaces it seems to be impossible to get everything done. This session will help you to prioritize what does need to be done and sort it out from things that you could do, but may not have the time to finish.

Brian Tracy wrote a great little book called *Eat that Frog!* that helps people get over procrastinating. He also plays with a couple of quotes from the writer Mark Twain that help us to remember what we are meant to do, and how to stop putting things off. The idea is this:

“If the first thing you do each morning is to eat a live frog, you can go through the day with the satisfaction of knowing that is probably the worst thing that is going to happen to you all day long.
“

We are often guilty about procrastinating, and this stops us from getting things done. And as you likely already know, when we procrastinate about one thing, it can also interfere with getting other things done.

As Mark Twain said, “The rule of frog eating is this: If you have to eat two frogs, eat the ugliest one first.”

This quote is about taking the frog – the thing we are procrastinating about – and getting on with eating it. Clearly, after you've eaten a great big frog, everything else you have to do that day is going to be easier than what you started off with.

By procrastinating, that thing we are putting off often becomes a bigger and more daunting task than it really is, and the more we think about (rather than doing something about it), the more space it can take up in our head.

This is a very simple concept that can have a profound impact on our results. There is no self-satisfaction in knowing that we are letting things get away from us, and we feel better and more motivated when we go ahead and get these things crossed off our to do lists.

Do you have a frog or two waiting for you at work?

What is standing in the way of eating that frog?

Mastering E-mail

One of the greatest demands on our time is e-mail, and so it is important to put it in proper perspective with the demands of our jobs. We've become a society where we expect replies to e-mail immediately. Many people send e-mails out to more recipients and with more frequency than is often required.

While e-mail has become a benefit in many ways, it is also a huge contributor to people's stress. And it's not enough to just be able to check an e-mail on a computer somewhere; many managers have issued with a hand-held device that allows them to be connected to their e-mail 24/7.

Let's see what kind of an impact it has on your day in terms of time.

- How many e-mails do you receive in an average day? _____
- How many of those e-mails do you reply to? _____
- How many e-mails do you send (not including the replies)? _____

Let's say that an average e-mail takes you three minutes (and that is only if they are short and need very quick thinking on your part).

- **Total from above:** _____ x 3 = _____
- **This is the total number of minutes per day that you manage e-mail.**

Look carefully at that number. It is not unusual for us to talk to managers who receive, reply, and create up to 100 e-mails per day. 100 e-mails a day is equivalent to 300 minutes, or five hours of time each day!

Since we normally have lots of additional tasks in the day in addition to e-mail (like meetings, administration, performance management and coaching), is it any wonder that we struggle to get through the day? Add to this the time you might take to read reports, meeting minutes or agendas, process information or work on projects, eat a healthy lunch, and perhaps some time spent invested in your people, and it's no wonder we are often looking for more time.

Time Management Tips

Time can get away on all of us, but if this happens regularly, we will never get caught up! Here are some time management tips that are collected from peak efficiency experts. You will find that if you implement even a few at a time, your productivity will improve enormously.

Eight Exciting Ideas

- You can save yourself an hour a day by getting organized. Did your mother ever tell you that there was "a place for everything and everything in its place?" The lesson there is to put things away and know where you put them. There is no need to do a big clean up once a year if you can take a half hour once a week to file, sort, and keep things organized.
- It is important to identify and operate within two time horizons: short and long term. Anticipating events allows things to get done in the short term which contribute to achieving long-term objectives.
- An up-to-date master calendar can be your most helpful planning tool. If you prefer an electronic version, make sure that it is backed up properly so that you don't lose your data.
- When things begin to get hectic, a "Things to do today" list can help you focus your attention on the highest priority items.
- Action Planning Worksheets, Milestone Charts, and PERT Diagrams are excellent planning aids when properly used.

- Planning contact with colleagues and staff will help minimize the disruption of their schedules. Keep a file for each person you meet with on a regular basis, with items to be discussed.
- The most effective approaches to planning are those tailored to meet individual needs. Concepts, procedures, and worksheets should all be customized to fit individual circumstances.
- Experts say nothing should be attempted without prior planning, but there must be flexibility in your plan.

A Planning Checklist

For every plan you make, cover all these points:

- What
- Where
- When
- How
- Who

Putting Plans into Action with Scheduling Aids

Some useful short term planning aids:

- A daily to-do list
- A planner with at least a week at a glance
- A monthly project list
- Project planning worksheet

Organizing Your Work Area and Your Paperwork

A clean desk is not a sign of an empty mind! Don't fall prey to the false notion that a messy work area means you're busy because you look busy, thinking that if you look busy, then you're productive. Being active is not the same as being productive!

Here are some tips for organizing your work area.

Do it now!

Anything that takes less than 30 minutes should be done as it comes up. Otherwise, we tend to procrastinate.

Dump.

Throw out or take home all those things you have collected that you don't need or use.

Sort and group.

Your desk should be organized logically; pencils and pens in one place, another place for letterhead and envelopes. Have a basket for projects and another one for priority items so that you can locate the things you need when you want them. You can use the same kind of system on your computer

so that you can find your working files. Once a project is complete, move it into an appropriate folder for retention.

Set up a system.

Use a planner to jot down your daily to-do list and schedule in any tasks that will take longer than 30 minutes to do. Prioritize each item so that you know what to work on, and make sure that you stick to the list. (Maintain some flexibility for emergencies, but make sure you get back to priorities as soon as possible.)

Don't save papers you can easily find somewhere else.

Don't ask yourself, "Is there a chance I will need this someday?" because the answer is nearly always yes. Ask yourself, "If I know I need this, do I know how to find it?" One of our biggest time-wasters is searching for papers we know we have but we can't find. If a piece of paper is important enough to save, it is important enough to file for retrieval.