Managing People in a Changing Context

Strategic Alliances & Collaborative Partnerships

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Agenda – People & Change

1. General Points on Change
2. Structured & Staged Approaches
3. WHY: Communications
4. WHAT: Structures
5. HOW: Process & Dynamics

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What do we Know About Change?

Reflect on your best and worse experiences of change – <u>what 1 factor made the most difference</u>?

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What we know about Change

- 60% of change programmes fail

- Some people don't like change

- <u>And</u> a lot more people think that they don't like change

- People don't resist change as long as its their own ideas for change

- Change takes time

- Constant change depletes personal resources…"Death by a thousand initiatives"

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Learning from what we know…

1. Manage change in a structured manner –

    • Project Management

    • Process or People Management

    • Leadership

2. Build awareness of change as a normal & constant part of life

3. Communicate as much as possible ***

4. Involve people meaningfully in the change process from as early as possible

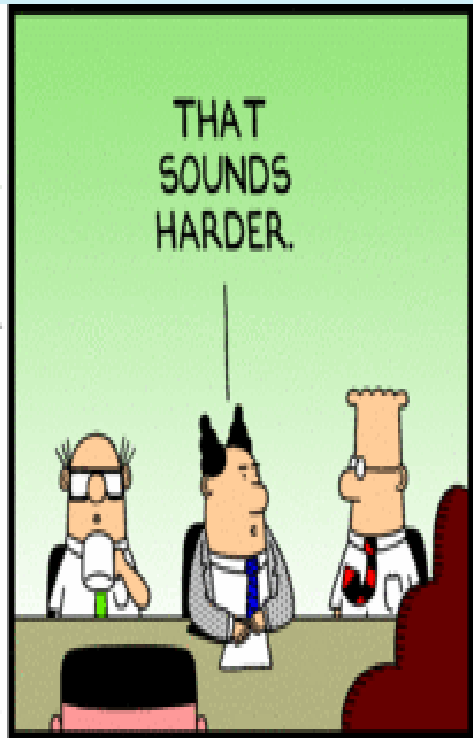5. Have a staged road map for each change element, sign post achievements and bed it down

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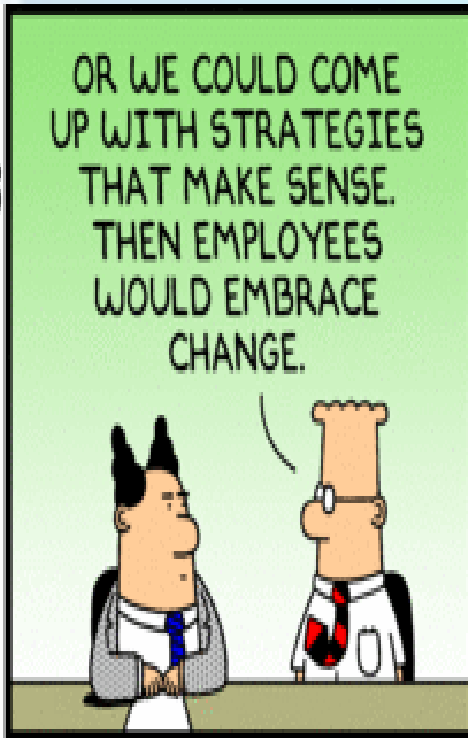
Stages in a Substantive Organisation Change Project

| Sensitise | Position | Plan | Execute | Consolidate | Evaluate |

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Keeping it Simple – WHY, WHAT & HOW

WHY	The Rationale for the Change & Clear Communication Plan
WHAT	The Design & Specification Elements – What Will It look Like
HOW	How Can We Manage Our People Through The Process

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WHY: Rationale & Communication

- LEADERSHIP: Vision & Purpose communicated in a compelling manner

- "TOWARDS" and "AWAY FROM" messaging

  [- Address both types of motivation in your communication]

- Use all Communication Modes in Content

  [-Auditory, Visual & Feelings]

- Use a FAQ list – regularly updated

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WHAT: Focus Areas for Change Planning -Clarity on Scale & Scope

- Q –Doing more of the same but with greater numbers – [Efficiency gains in support services?]

- Q –Doing the same type of things but with better quality [Benefiting from enhanced expertise]

- Q –Doing 2 different lots of more of the same but with an integration between them [More seamless - Day & residential/Children & Adults] [Logistics?]

- Q –Doing something better by integrating current activities [Synergy = Better Service]

- Doing something new & different

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WHAT: Focus & Impact Areas of the Change

	Purpose: Mission & Vision	Core Activities	Organisation Structure	Culture & Values	Stakeholder Relationship
Funder					
Stakeholders					
Service Users					
Families					
Managers					
Staff					

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WHAT: Organisation Structure Issues

- Form follows function = Your purpose & activities should determine your structure

- Level the Organisation correctly [< 6]

- Not everyone can work at the same level of complexity

- Do comprehensive assessments & PDPs for Senior Roles

- Do formal team – building development work

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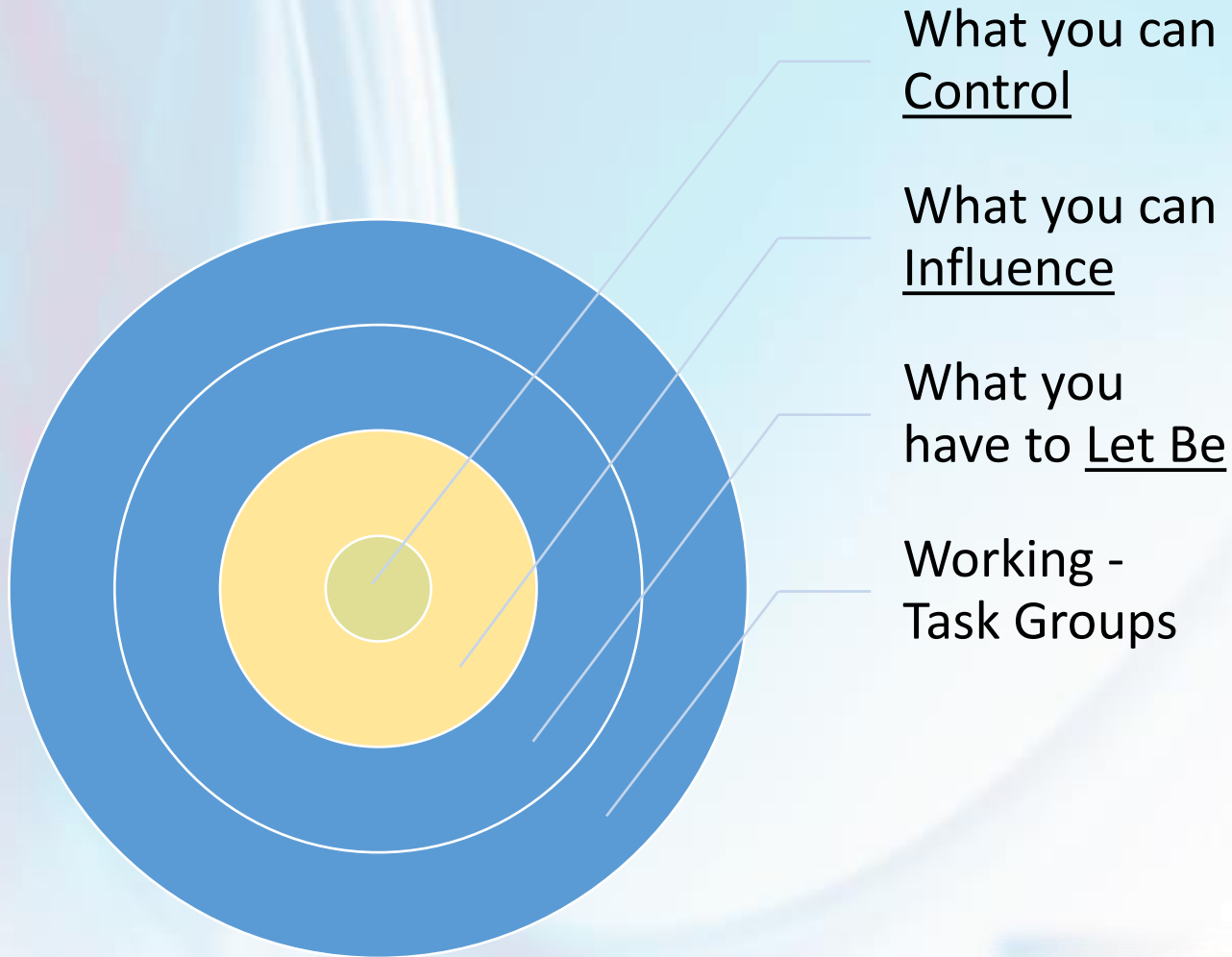| Levels	Typical Titles	Time span of discretion	Primary Focus	Work Characteristic
6				
5	CEO	5-10 years	Strategic Intent	Positioning
4	Executive Managers	2- 5 years	Strategy into Execution	Comprehensive & Synergy
3	Service Managers	1-2 years	Service Development & Integration	Systemic
2	Unit Managers	3-12 months	Operational coordination	Responsive
1	Direct Service Staff	1-3 months	Quality of delivery today	Prescribed
Levels of Work in Organisations – Stratified Systems Theory – Jacques /BIOSS				

A Dynamic Structure for Change

	Day Support Services	Residential Support Services	Clinic Services	Admin & Support Functions	Specialist Services
QIT 1	■				
QIT 2		■			
QIT 3			■		
QIT 4				■	
QIT 5					■
QIT = Quality Improvement Team – Interdisciplinary & inter-agency personnel working to align and improve core activities within the new entity					

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HOW 1: Engage Broadly & early

What you can <u>Control</u>

What you can <u>Influence</u>

What you have to <u>Let Be</u>

Working - Task Groups

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HOW 2: ADKAR – A useful change model 1

1. Leadership

2. Good Project Management

3. Effective Change Management**

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ADKAR – A useful change model 2

	The ADKAR Change Management Process
A	1. Build <u>Awareness</u> of the need for change.
D	2. Elicit <u>Desire</u> to make the change happen.
K	3. Share <u>Knowledge</u> about the WHAT & HOW of the change
A	4. Develop the <u>Ability</u> to implement new skills and behaviours.
R	5. Provide Reinforcement to retain the change once it has been made.
	Source: Proschi on Change Management

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HOW3: Appreciative Inquiry

➤ An organisation development approach based on a collective exploration & positive appreciation of the Past & Present
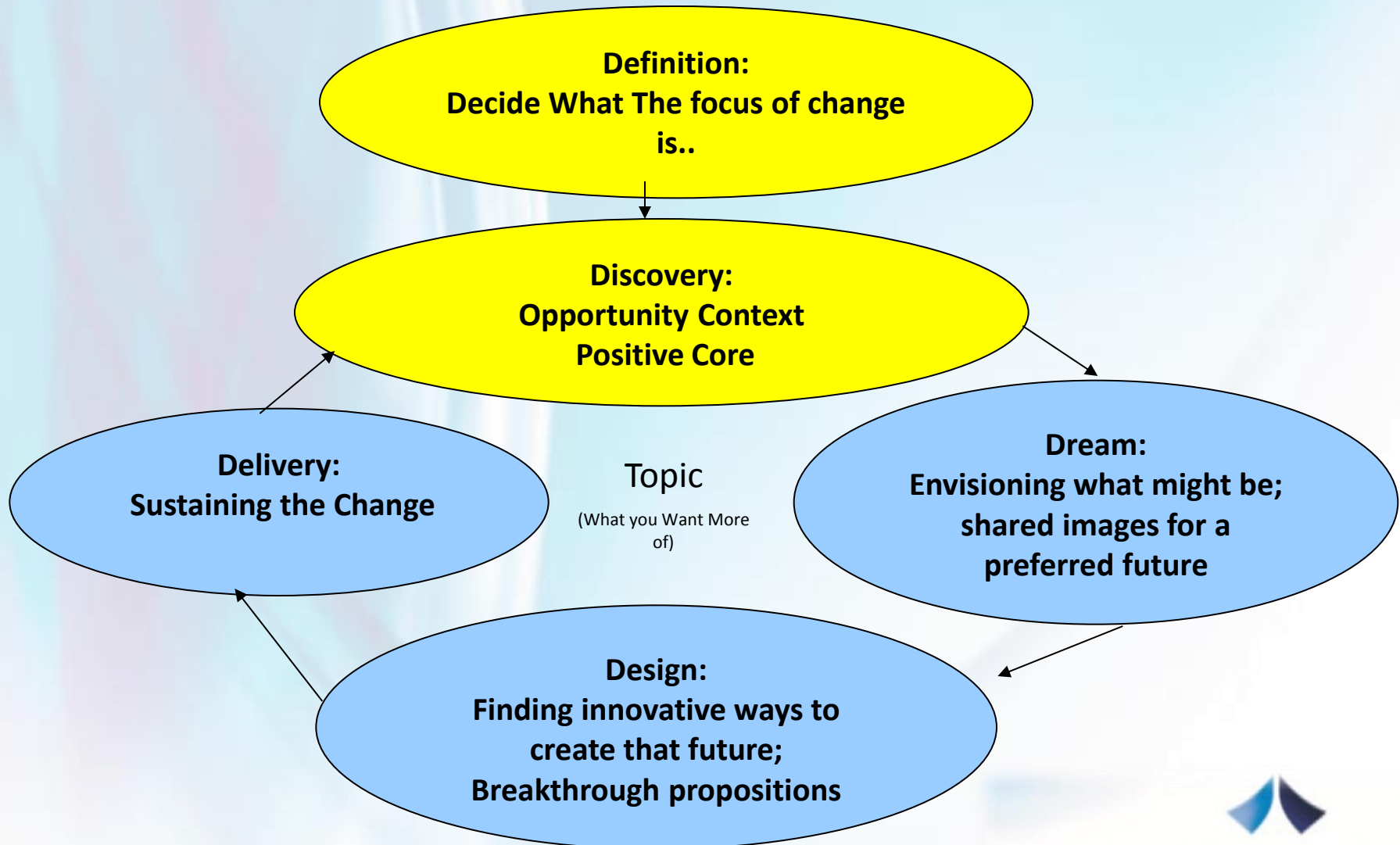
[*Who are we/What have we done/What are we most proud of*]

➤ Building out from this positive appreciation to develop a Positive Future Vision

[*What can we bring with us /What can we leave behind /What can we achieve together*]

The AI Change Process

Definition:
Decide What The focus of change is..

Discovery:
Opportunity Context
Positive Core

Delivery:
Sustaining the Change

Topic

(What you Want More of)

Dream:
Envisioning what might be; shared images for a preferred future

Design:
Finding innovative ways to create that future; Breakthrough propositions

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Assumptions Underneath A.I.

1. In every human system, something works.

2. What we focus on, and the language we use, becomes our reality.

3. Reality is created in the moment and there are multiple realities. It is important to value differences.

4. The act of asking questions influences the group in some way.

5. People have more confidence & comfort to move to an unknown future when they carry forward parts of the past.

6. What we carry forward should be what is best about the past.

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AI Comparison to Problem Focus

Problem Solving

- What to fix

- Underlying grammar = problem, symptoms, causes, solutions, action plan, intervention

- Breaks things into pieces & specialties, guaranteeing fragmented responses

- Slow! Takes a lot of positive emotion to make real change.

- Assumes organizations are constellations of problems to be overcome

Appreciative Inquiry

- What to grow

- New grammar of the true, good, better, possible

- "Problem focus" implies that there is an ideal. AI breaks open the box of what the ideal is first.

- Expands vision of preferred future. Creates new energy fast.

- Assumes organizations are sources of infinite capacity and imagination

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4 Generic Questions to Start

- Best experience. A time when…

- What do you value about… yourself, work, organization.

- What do you think is the core life-giving factor or value of your organization –that which if it did not exist would make your organization totally different than it currently is?

- If you had three wishes for this organization, what would it be

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Useful References..

- Lewis S, Passmore J, Canore S [2009] Appreciative Inquiry for Change Management - Kogan Page

- Cooperrider D, Whitney D and Stavros J [2008] Appreciative Inquiry Handbook – Barrett & Koehler

- www.aipractitioner.com

Some Change is Completely Externally Imposed

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