



Change Management Primer

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MPA-IMAG Conference

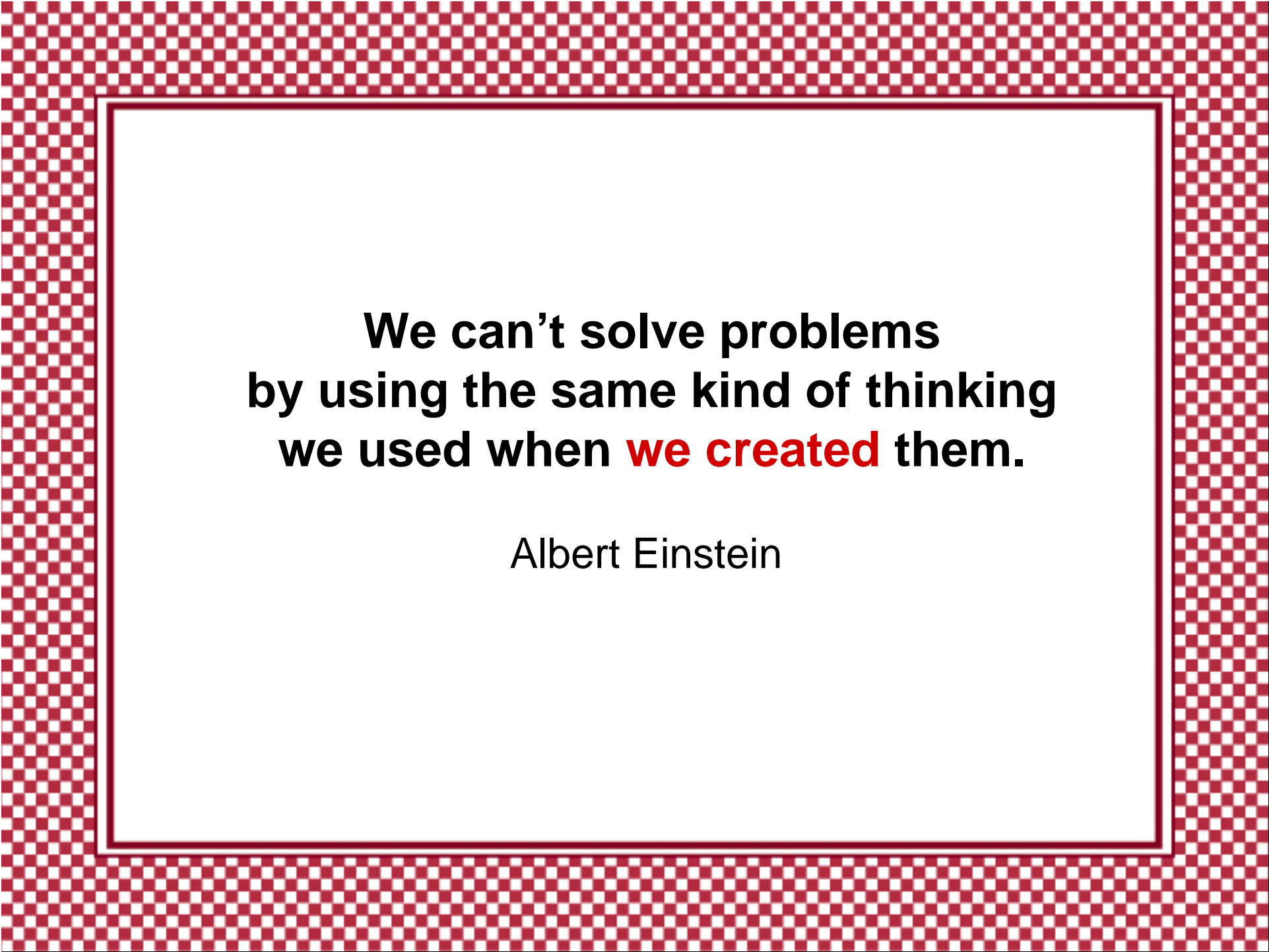
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Voices calling for reinvention

- Internet: calling for your ad dollars and eyeballs
- Equity firms: consolidating paper mills
- Retailers: setting newsstand benchmarks
- Subscribers: migrating to free info online
- Younger readers: what younger readers?

Reinvention, Disruption, Change

- What are we reinventing ourselves to be?
- How do we navigate through this disruption?
- How do we direct and manage the change?



**We can't solve problems
by using the same kind of thinking
we used when **we created** them.**

Albert Einstein

Victim & Player

■ Victim:

- Victim of circumstances, bad results not their fault
- Benefit: Innocence
- Cost: **Impotence** (helpless cog in the wheel)

■ Player:

- Don't blame themselves, stuff happens;
“I did my best. What could I have done differently?”
- Benefit: See themselves as leverage point
- Cost: **Response-Ability** (ability to influence the outcome)

Could vs. Should

Player: “Could have done”

Victim: “Should have done”

How do you view yourself?

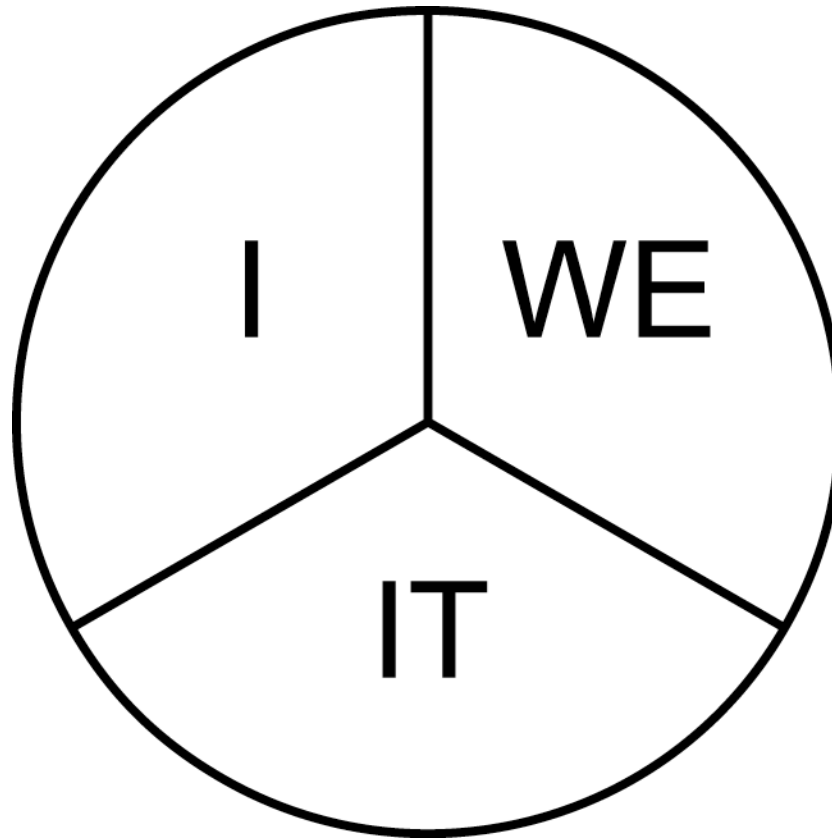
<u>Victim</u>	<u>Outcome</u>	<u>Player</u>
Gravity	Fall	I let go
Rain	Wet	Forgot umbrella
Traffic	Late	Didn't leave earlier
Innocence (powerless)		Response - ability (leverage)

Definition: Player

Every outcome is a combination of
external factors + your internal response
to those factors

- Player is **centerstage**, not a spectator in the audience

Change Management



3 Legs of Change Management

I: Personal Change Dynamics

WE: Managing Change

IT: Organizational Change Dynamics

Change Management Goals

I: Personal Effectiveness

Personal fulfillment

WE: Effective Relationships

Healthy company culture

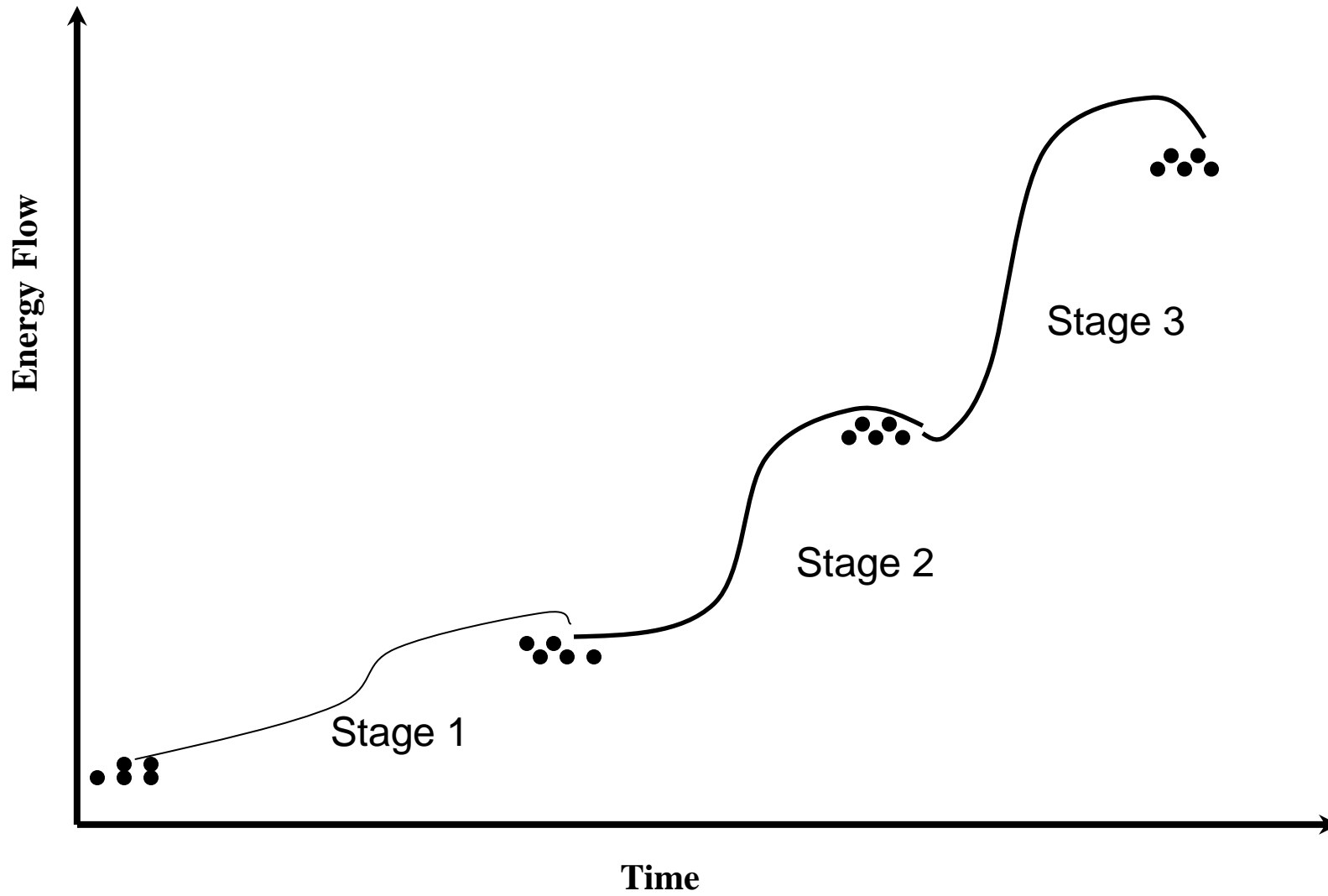
IT: Positive Outcomes

Strategies, initiatives, tactics

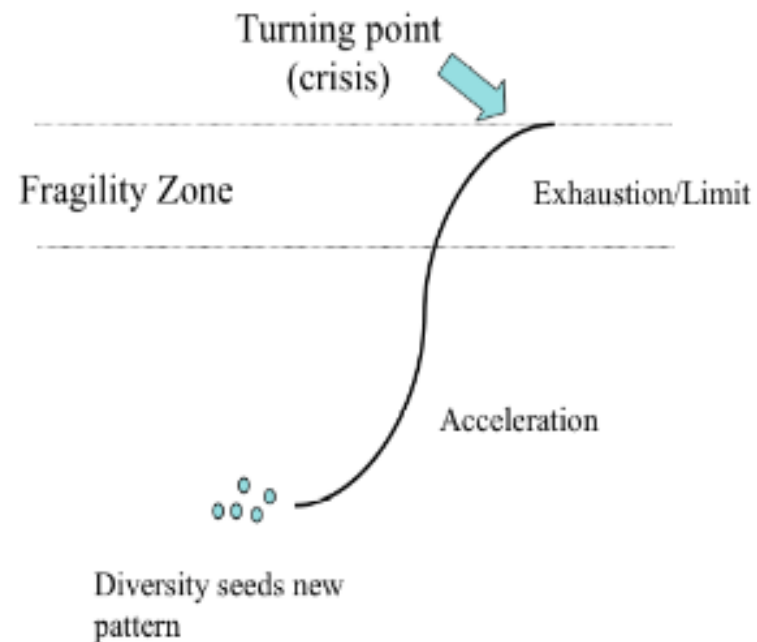
IT: Positive Outcomes

Product of the relationship between
a challenge in the environment
and an organization's **capacity**
to cope with that challenge

Natural Pattern of Evolution



When to initiate change



What motivates change?

IMAGINATION:

The ability to envision a desired result

Energized gap of dissatisfaction



The gap between what you want and the results you are getting must be important enough to motivate action

Being effective in the gap

- Ability to turn ideas & plans into effective behavior
- Coordinate actions of the company through:
 - common goals & plans
 - common set of practices to accomplish those goals

4 Stages in the gap

- **Awareness:** forming a clear-eyed view of what is
- **Motivation:** determining reason for what you want
- **Learn & Act:** testing new approaches
- **Integration:** consolidate gains in the new culture

Awareness in the gap

- **External** environmental assessment
 - Market, industry, social, technological trends
- **Internal** environmental assessment
 - Operating metrics, customer feedback, financial trends
 - SWOT: strengths, weaknesses, opportunities, threat

Motivation in the gap

- Form a Guiding Coalition
 - Group with power to lead the change
- Develop a sense of purpose
 - mission, vision, direction, planning goals
- Communicate the Change Vision
 - Transparency & Consistency
 - Role model the new behavior

Learning & Acting

- Getting rid of obstacles
- Changing systems or structures
- Encouraging risk taking, testing new approaches
- Generating short-term wins
 - recognizing and rewarding people responsible

Integration

- The change is not complete until it is integrated
- Anchoring the new approaches in the culture
- Consolidating gains and producing more change

IT: summary

- **The Player** understands that every outcome is a combination of external factors and your internal response to those factors
- Change is motivated by a desired result that creates an **energized gap of dissatisfaction** with the current result
- **4 stages** for operating effectively in the gap: awareness, motivation, learning & acting, integration

Change Management Goals

I: Personal Effectiveness

Personal fulfillment

WE: Effective Relationships

Healthy company culture

IT: Positive Outcomes

Strategies, initiatives, tactics

Competing forces in the gap



The gap is a field of learning and resistance

Motivation > Resistance

Studies show that you can make more lasting progress by **reducing resistance** than by increasing motivation through extrinsic means

Resistance to change

- Will it jeopardize public image & self- esteem?
- Will it require a big “learning curve”?
- Can I do it & still be successful?
- Will I potentially lose power and status?

New definitions in the gap

- **Knowledge:** Capacity to act effectively to produce results
 - About effectiveness, not “truth”
- **Learning:** Process by which we create or find & incorporate new knowledge
- **Change:** Knowledge put into action to produce desired result

Knower & Learner

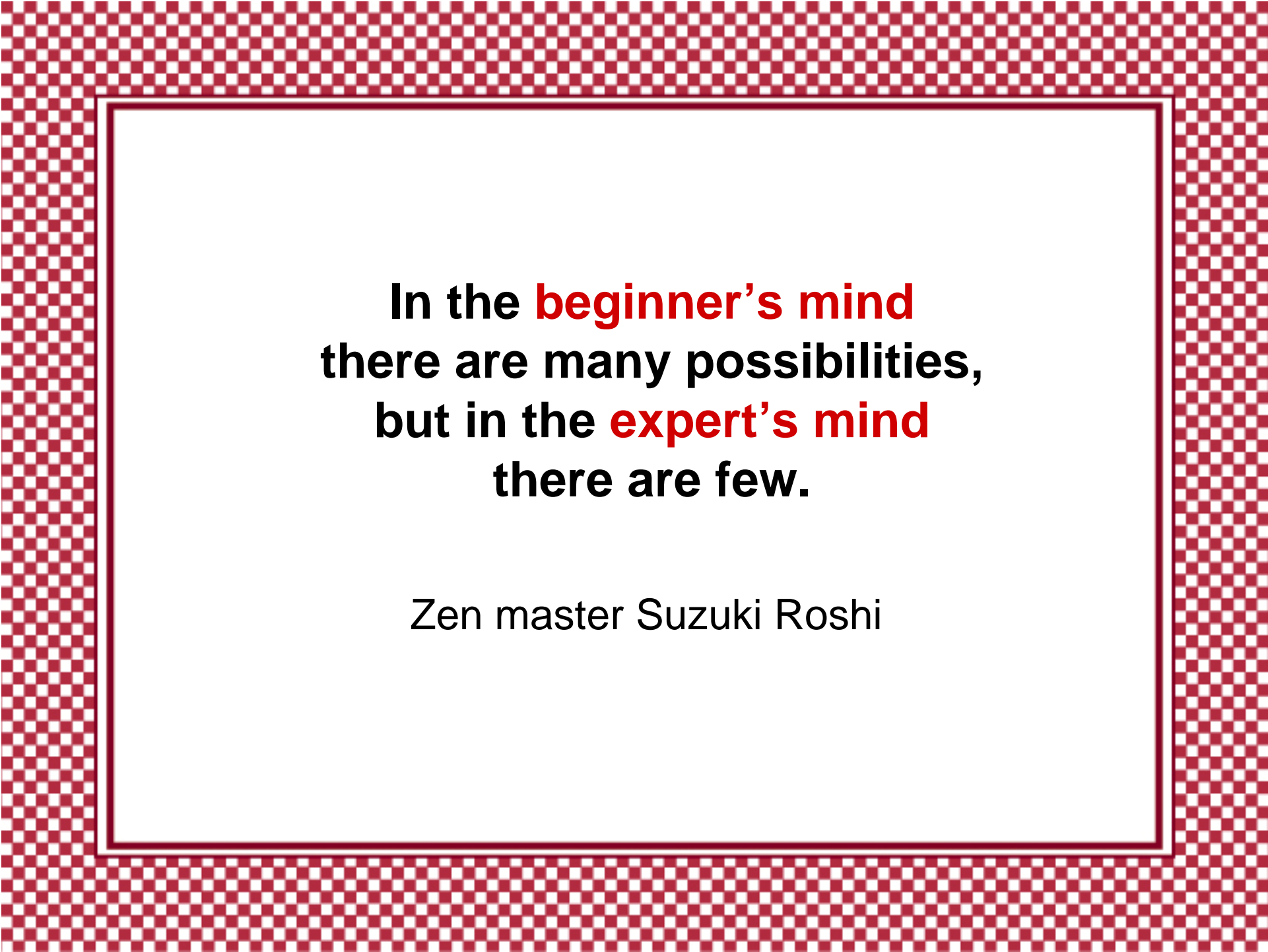
Knower:

- Identity: built around the need to be right
- Ignorance: a threat to his public image
- Self-esteem: fragile; engages in defensive routines
- Activity: essentially a spectator
- Role in the Gap: **a liability**

Knower & Learner

Learner:

- Identity: anchored in who she is, not what she knows or her position
- Ignorance: admits self-ignorance & actively seeks to learn
- Activity: concentrates on factors she can influence
- Role in the Gap: **an asset**



**In the beginner's mind
there are many possibilities,
but in the expert's mind
there are few.**

Zen master Suzuki Roshi

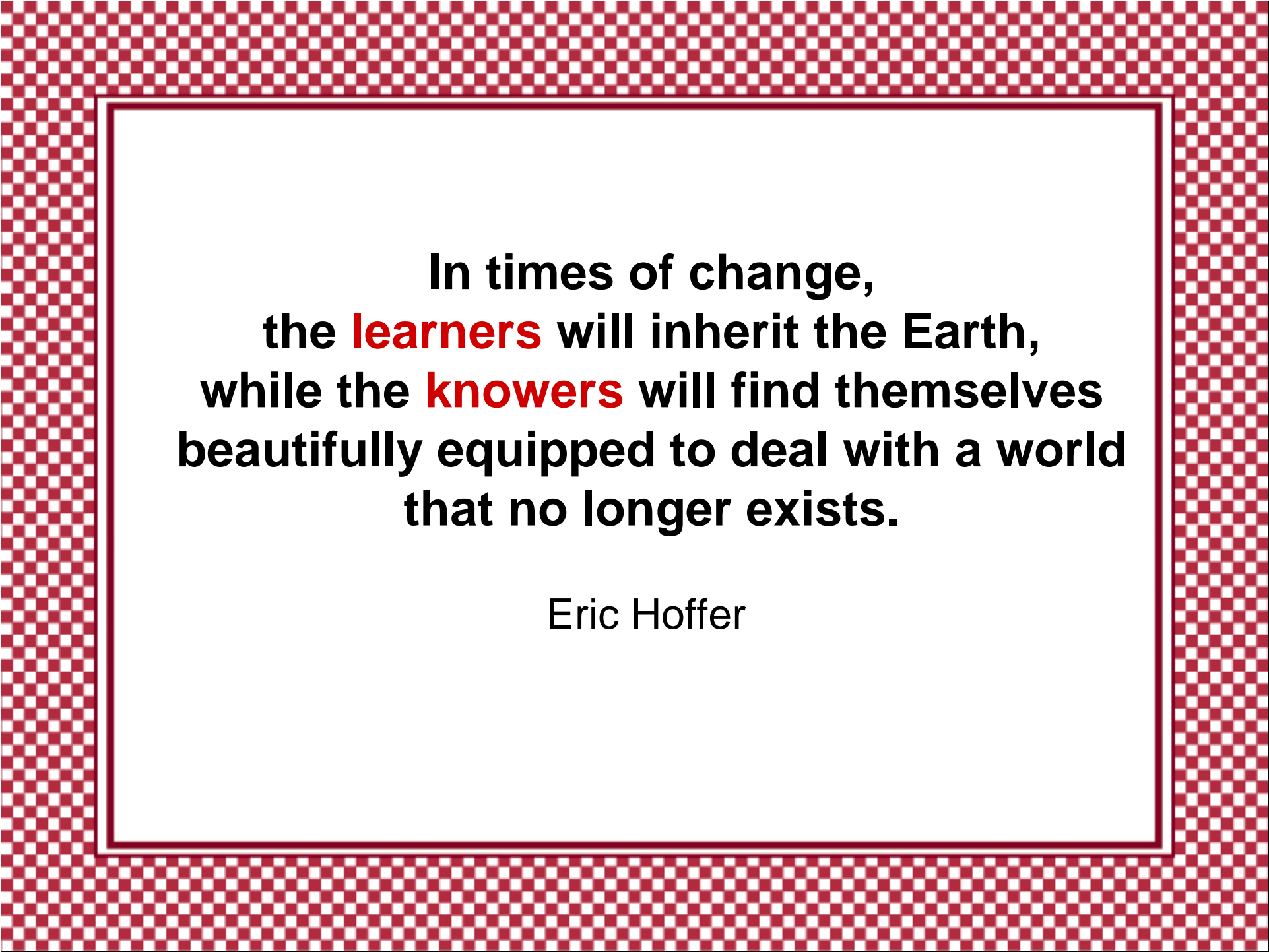
I: summary

Change requires of us:

- Acknowledge our response-ability as players and learners
- Cultivate a deeper sense of self-awareness
 - Of our own fears and resistance
 - Of letting go of the “knowers” position
- Invest in trial-and-error & the learning curve

Change is here now

- What stance will you take toward it?
- Will you be a victim or player?
- A knower or learner?
- The choice is entirely yours



**In times of change,
the **learners** will inherit the Earth,
while the **knowers** will find themselves
beautifully equipped to deal with a world
that no longer exists.**

Eric Hoffer