

Managing Change

Dr. David Jamieson
*Professor & Department Chair,
Organization Learning & Development
University of St. Thomas*

When the more things change,
organizations are still much the
same, we are not doing something
right!

Why So Many Changes Don't Succeed

- **Lack of systems thinking in design and implementation**
- **Lack of understanding the human system in change**
- **Inadequate alignment of learning and change**
- **Poor front-end preparation**
- **Lack of good change structures, processes, and practices**
- **Slow to move from old methods of changing**

Understanding Systems

- The organization as an interdependent, socio-technical system (strategy, structure, culture, systems and behavior)
- The network of stakeholders as an interacting system
 - Parts, whole, interdependencies
 - Alignment needs

The Human System

- People, singularly and collectively, have to change
- How people change is important
 - Push, pull
 - Commitment vs compliance
 - Motivations
 - Influences
 - Internal, external
- Transitions (Bridges, 2004)
 - Endings, neutral zone, new beginnings
 - Loss and grief
 - Excitement and energy

Learning and Change

- All change involves learning
 - Shifts in mindsets
 - New concepts or strategies
 - New skills and behaviors
- Where , when and how learning needs to occur?

Front End (and Beyond) Preparation

- Contracting with stakeholders
- Communicating with stakeholders
- Building coalitions
- Assessing readiness, motivation and capability
- Devoting adequate resources
- Valid data to:
 - diagnose current state
 - envision desired future
 - Assess changes

Change Structures, Processes and Practices

- Dedicated teams guiding change
- Iterative processes of data, learning, action, reflection
- Inclusive processes in various combinations
- Engaging affected people in implementation decisions

Moving from old change concepts to new ones

- The organization world is changing and how we change needs to change too
- Key issues include:
 - Speed of change, with continuous stream of changes
 - Complexity
 - Greater uncertainty
 - Change capability
 - Agile organization

Questions

Types of Change

- Evolutionary
- Revolutionary
- Disruptive
- Transitional
- Transformational
- Strategic
- Operational

Some Key Change Concepts

- Meta-Process:
 - Lewin-unfreeze, change, refreeze (stabilize)
 - Kotter-urgency, coalition, vision, communication to people, reduce barriers, create wins, incorporate in culture.
 - Lewin-Force Field (driving and restraining)
 - Crooked path thru complex systems
- Perspectives: There is always social, economic and political considerations to *not* be ignored
- Social system change: Critical mass is needed to create a tipping point (influence, leverage, leadership)
- Always plan, adapt & modify: What, How, Why...Who, When

A Current Perspective

- When the environment was more stable, people less diverse & management control more accepted, planning & executing change was easier & could be more linear and slower (incremental)
- Now with a VUCA world, change needs to be more rapid, more iterative & cyclical & more owned and engaged by those affected
- This has led to more whole system work (all engaged together), focused interventions with reflective analysis (change something, see what happens), rapid learning from action-taking with next actions determined quickly

A Current Perspective

- We are all grappling with these new challenges
- Our fundamentals remain true, but our assumptions, expectations & execution needs to change
- The misinterpretations and divides between OD and Change Management are not helpful
- And it's time for multiple perspectives to combine in complex systems changes.

Questions