

Practitioners' Quick Guide



Leading your people through change, putting it all together, and managing the whole messy business

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<http://www.strategies-for-managing-change.com/practitioners-masterclass.html>

The fundamentals

Before proceeding with a proposed change initiative, you need to be very clear about this:

- ❖ The organisational **need** for the change
 - ❖ The **specifics** of what will change
 - ❖ The **benefits** of the change
 - ❖ The **impacts** of the change
-

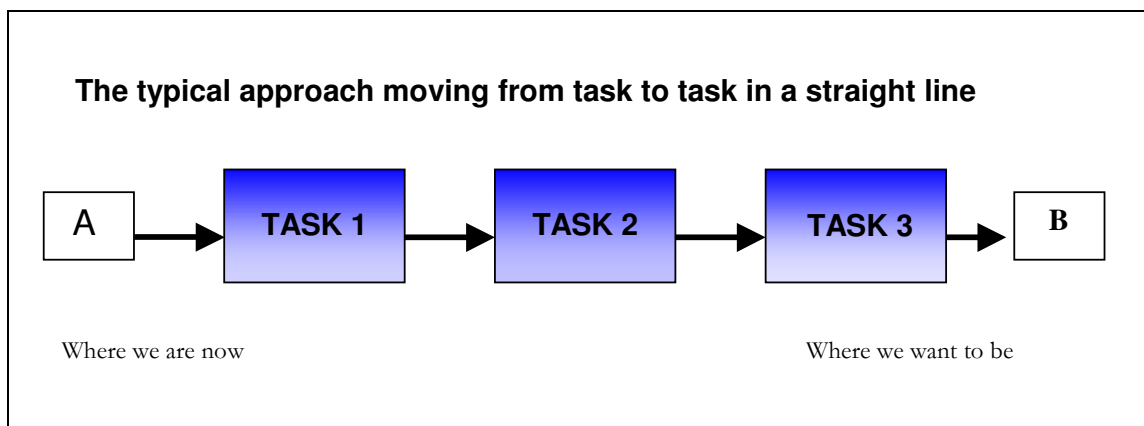
The EEMap© Process

The discipline of considering impacts before rushing into action

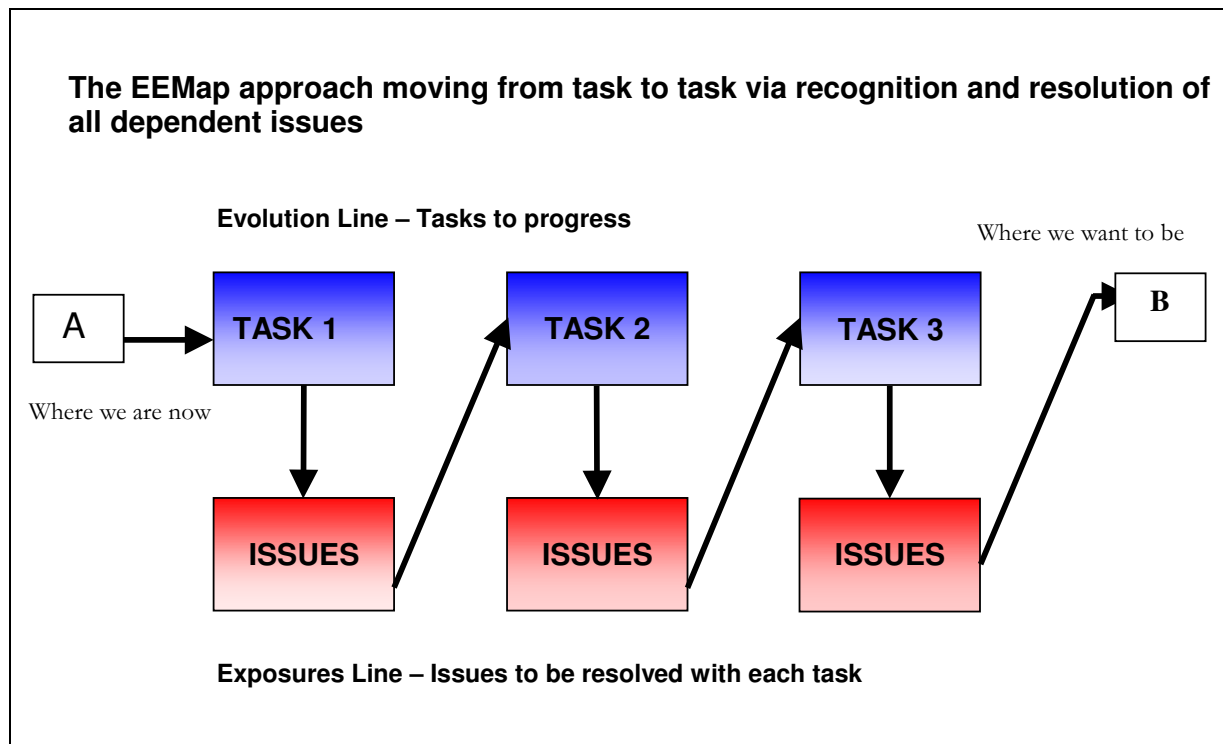
This simple diagnostic process causes you to:

- ❖ Test the impact of any step at any stage in a change initiative
- ❖ Identify the issues that will arise
- ❖ Identify those people most affected by it
- ❖ Understand the impacts and how, where and why failure may occur
- ❖ Establish exactly what has got to be done to make it a success

This is the typical approach – working out the steps, allocating the tasks and expecting a result – but without assessing the impacts and issues!



- ❖ The line of progress from A to B [the line of “Evolution”] from task to task and step to step is not a straight line.
- ❖ There are always dependent issues [or “Exposures”] that accompany each task and step and that have to be resolved before a successful transition takes place to the next step.
- ❖ Once a task [or set of set of tasks] has been identified, then you need to think carefully about all of the impacts and exposures that will arise and have to be resolved before you can successfully progress to the next task.
- ❖ This process can and should involve as many people [as is possible] who may be affected by your change initiative. The more functional and departmental involvement in this process the better – as the analysis will be more comprehensive.
- ❖ You need to analyse, categorise and prioritise [across all functional areas] the issues that are associated with each step. It is important to pay particular attention to the people impacts, and to identify risks and issues for each.



QUICK GUIDE

Your whole approach to a change initiative is based on these simple, fundamental questions:

- ❖ **BLUEPRINT FOR CHANGE** - Why am I doing this and how is it going to be different when I've made the change?
- ❖ **BENEFITS OF CHANGE** - How is it going to benefit the organisation and how will I know it has benefited the organisation?
- ❖ **IMPACTS OF CHANGE** - Who is it going to affect, how will it affect them and how will they react?
- ❖ **COMMUNICATING CHANGE** - What can I do to help them accept the change and to get them "on side"?
- ❖ **RISKS OF CHANGE** - What risks and issues do I have to face and how can I mitigate those risks?
- ❖ **STEPS TO CHANGE** - What steps do I have to take to make the changes and get the benefit?
- ❖ **LEADING AND MANAGING CHANGE** - How am I going to lead and manage all this so that it happens and I succeed?

BLUEPRINT FOR CHANGE

Why am I doing this and how is it going to be different when I've made the change?

The blueprint is a clear description of how your organisation is going to look after the change.

The more detail and clarity you have about this, the greater the chance you have of being able to communicate it to your staff and customers - and the higher the probability that you will actually achieve it!

In terms of how your changed organisation will be different, you need to know precisely:

- ❖ **How** it will be different?
 - ❖ **Where** it will be different?
 - ❖ **Why** it will be different?
 - ❖ **When** it will be different?
-

Key questions

(1) Strategic review questions

- ❖ Where have we come from?
- ❖ Where are we now?
- ❖ Where do we want to be?
- ❖ What will happen if we don't get there?
- ❖ What are forces or drivers for this change?
- ❖ What are the forces or drivers against this change?

- ❖ What are the strongest forces for change?
- ❖ What are the strongest forces against change?
- ❖ What will be the impact of changing?
- ❖ What will be the impact of not changing?
- ❖ Is change viable?

(2) What is your vision for the changed organisation?

- ❖ Has this been communicated to your people?
- ❖ If so, do they share this vision? [If not, why not]

(3) How would you describe your organisation, its culture and core processes now - (key characteristics) - key issues (actions and behaviours) - major focus (areas of impact)?

- ❖ Have you documented any of this?
- ❖ Have you defined cultural frameworks of your organisation - to show "this is what we look like"?

(4) How do you want the business to look after everyone's changed - how will the specifics of the culture and core processes have changed?

- ❖ Where are the gaps between now and where you want to be?
- ❖ What steps are needed to close the gaps?
- ❖ What are the implications of this?
- ❖ Do you know the steps to be undertaken to get from: "where are we now" to "where we want to be"?
- ❖ Have you identified, for each step, the implications – specifically the people impacts and the issues and exposures that have to be addressed to progress to the next step?

(5) Do you have a clear blueprint that defines your changed organisation after the change?

- ❖ Is it going to be actively used in a structured manner to maintain focus throughout the duration of your change initiative?

BENEFITS OF CHANGE

How is it going to benefit the organisation and how will I know it has benefited the organisation?

You need to be very clear about each organisational benefit that will be derived from your change initiative.

For each anticipated benefit you need to know the following:

- ❖ **Description** - what precisely is it?
 - ❖ **Source** - What new capabilities will make it possible?
 - ❖ **Observation** - what differences should be noticeable before and after?
 - ❖ **Attribution** - where in the future business operations does it arise?
 - ❖ **Measurement** - how will it be measured?
 - ❖ **Dependencies** – on other projects, tasks, risks and issues?
 - ❖ **Timescales** – when is it expected to occur and over what period of time will realisation of the benefit take place?
 - ❖ **Management** – who is responsible for ensuring that the organisational change delivers the benefit?
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IMPACTS OF CHANGE

Who is it going to affect, how will it affect them and how will they react?

- ❖ This is all about identifying who is going to be affected by the change and assessing the impact.
 - ❖ This is when the full impacts - positive and negative - need to be thought through and explored carefully and all potential issues examined.
 - ❖ How well you listen to, and respond to, ALL of your stakeholders' issues - and are seen to be doing so – will be a significant measure of the effectiveness of your subsequent management of these communications and relationships.
 - ❖ Leadership skills make a big difference to successfully managing all stakeholder relationships.
 - ❖ The management of impressions and expectations [i.e. how things are seen - and how they are interpreted] matters enormously.
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Recognise the difference between organisational change and the individual transition - the emotional dimensions that accompanies those changes:

- ❖ Transition is not the same as change
- ❖ Change is what happens to you – externally
- ❖ Transition is what you experience – internally
- ❖ Transition takes longer than change
- ❖ What often seems like resistance to change is in fact people stuck in transition
- ❖ Change implementation delays are often about people stuck in transition

3 transition phases are:

- ❖ Ending, losing, letting go – dealing with losses with and preparing to move on
- ❖ The neutral zone – critical psychological realignments and re-patterning occurs
- ❖ The new beginning – developing new identity and new sense of purpose

3 simple questions to start the process

- ❖ What is changing?
- ❖ What will actually be different because of the change?
- ❖ Who is going to lose what?

COMMUNICATING CHANGE

What can I do to help them accept the change and to get them "on side"?

The single biggest barrier to effective workplace communication in a change management situation is quite simply the disconnection between the change leader and those who are or will be impacted by the change.

A good communication strategy is at the heart of any successful change management process. The more change there is going to be then the greater the need for effective workplace communication - and especially about the reasons, the benefits, the plans and effects of that change.

It is important that an effective communication strategy is defined and actioned as soon as possible, and then properly maintained for the duration of the change management programme.

The key **FACTUAL** questions that your communication strategy needs to address:

- ❖ What are the objectives?
- ❖ What are the key messages?
- ❖ Who are you trying to reach?
- ❖ What information will be communicated?
- ❖ When will information be disseminated, and what are the relevant timings?
- ❖ How much information will be provided, and to what level of detail?

- ❖ What mechanisms will be used to disseminate information?
 - ❖ How will feedback be encouraged?
 - ❖ What will be done as a result of feedback?
-

The key EMOTIONAL questions that your communication strategy needs to address:

- ❖ What is changing?
 - ❖ Clearly express the change leader's understanding and intention
 - Link the change to the drivers that make it necessary
 - "Sell the problem before you try to sell the solution."
 - Do not use jargon
 - Less than 60 seconds in duration
 - ❖ What will actually be different because of the change?
 - ❖ Who is going to lose what?
-

5 guiding principles of a good change management communication strategy

- ❖ **Clarity of message** - to ensure relevance and recognition
 - ❖ **Resonance of message** - the emotional tone and delivery of the message
 - ❖ **Accurate targeting** - to reach the right people with the right message
 - ❖ **Timing schedule** - to achieve timely targeting of messages
 - ❖ **Feedback process** - to ensure genuine two way communication
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RISKS OF CHANGE

What risks and issues do I have to face and how can I mitigate those risks?

The preparation for and documentation of the Blueprint for change will have identified most of the issues that you are likely to face.

The EEMap process will assist you in assessing the issues and risks associated with your change initiative.

You now need to take this a stage further and examines risk in terms of the:

- ❖ Potential
- ❖ Likelihood
- ❖ Timing
- ❖ Impact

Risk is assessed across various levels:

- ❖ Strategic level
- ❖ Programme level
- ❖ Project level
- ❖ Operational or "business as usual" level

The risk assessment process should involve all key stakeholders who are impacted by the change.

The risks are logged in a risk log and regularly reviewed.

STEPS TO CHANGE

What steps do I have to take to make the changes and get the benefit?

- ❖ This is the area where most people are strongest and focus most of their attention: "What steps do I have to take to make the changes and the get the benefit of this change?"
 - ❖ Your first big decision is the "Business as Usual" test - is it Incremental Change or a Step Change?
 - ❖ If it's a step change, then you need some form of structured methodology and people to fulfil the leadership and management roles.
 - ❖ A project management led approach is not enough. You need the wider perspective of a programme-based approach to manage the links, overlaps and dependencies between tasks and projects, and to apply the principles outlined in this guide.
 - ❖ As you plan the change initiative, you need an overall schedule of all of the initiatives and projects that are going to deliver the new capabilities that will realise the benefits.
 - ❖ This needs to be supported by the collation of all project documentation e.g. business case, description, dependencies, risks, deliverables, dates etc.
 - ❖ The over-riding purpose of the programme plan is to ensure that nothing jeopardises the delivery of the capabilities and realisation of the benefits
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Key Questions

- ❖ Have you analysed, categorised and prioritised the issues arising across all functional areas impacted by the transition?
 - ❖ Are you using a structured methodology?
 - ❖ Do you have the skills in-house to do this properly?
 - ❖ Who is going to provide overall leadership and ultimate accountability for the initiative?
 - ❖ Who is going to fulfil the role of day-to-day management of the initiative, its risks, issues, conflicts, priorities, communications, and ensuring delivery of the new capabilities?
 - ❖ Who is going to fulfil the role of realising the benefits delivered by the change initiative?
 - ❖ How will you know how you're doing?
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At the task level, the key steps for translating vision and strategy into actionable steps are as follows:

- ❖ **Communicate** - articulate your vision clearly, simply, consistently and frequently [in under 60 seconds]
 - ❖ **Define** - set out in a logical way the things you need to get right in order to get the desired result.
 - ❖ **Manage** - make sure the details, at each appropriate level, are being got right day after day. Check in with them regularly and frequently – especially in the early stages
 - ❖ **Consistency** – if change is needed in what they are doing, make sure it's consistent with the vision you have given them, and clearly communicated
 - ❖ **Implement** - follow-up on your instructions and tell people when they've done a good job, give them guidance when they haven't - but always notice what they're doing – and always say “please” and “thank you”
 - ❖ **Integrate** - it takes many repetitions to form a new habit [it is estimated that this may be as many as 30-40 times over a period of 1 to 3 months], so do not make the mistake of assuming “they’ve got it” too soon
 - ❖ **Adopt** - reinforce the new ways of doing things by helping staff to feel enthusiastic and special about what they do
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LEADING AND MANAGING CHANGE

How am I going to lead and manage all this so that it happens and I succeed?

If you have decided that you are running a step change then there are 3 key roles that need to be fulfilled. The roles are as follows:

- ❖ **Programme Director** - This is the role of leadership - ideally transformational leadership. The programme director has total ownership of the programme, and complete visibility in that role.
- ❖ **Programme Manager** - This role is about the practical day-to-day management of all aspects of the change programme. The programme manager acts on behalf of the Programme Director.
- ❖ **Business Change Manager** - The Business Change Manager who is totally responsible [to the Programme Director] for making sure that the benefits of the change programme are realised.

If you are implementing incremental change, you need to ensure that each of these functions is being fulfilled within your existing management structure.

The importance of the emotional dimension in change leadership

- ❖ Most change methods ignore the emotional dimension of the personal transition
- ❖ Ignoring the transition is a major cause of change resistance and change failure
- ❖ Leading your people through this transition is as important as managing the organisational change

Many directors and senior managers have the emotional detachment and objectivity to make clear, sound strategic decisions yet seem to lack the “counter-balancing” self-awareness and emotional intelligence to realise the impact of their decisions.

This omission frequently [and unnecessarily] delays or jeopardises the implementation of their strategic vision and the realisation of the organisational benefits

The primary causes of failure in change initiatives are all people related, and to do with emotions. So change leadership requires some very special qualities in the person[s] leading the change. This is more to do with “being” than “doing”.

What you do, and how you do it will be largely determined by how you are as a person.

- ❖ Are you inspired in your heart and mind, and do you show it?
- ❖ Are you connected to yourself, the world and the people around you? [I don't mean as a concept but as felt or sensed reality]?
- ❖ Do you have a vision and communicate it with passion and purpose?
- ❖ Do you allow your emotion to speak to others in a way that transcends their mind, and speaks to their heart?
- ❖ Do you pay personal attention to others in a way that engages them and generates their trust and commitment?
- ❖ Do you genuinely care about others, what they want, and how you can help them meet their objectives as well as yours?

Next Steps...

I trust that you have found the Practitioners' Quick Guide helpful and of value?

I really appreciate **your feedback** so please do contact me with any general comments, suggestions or review comments at the following link:

<http://www.strategies-for-managing-change.com/user-feedback.html>

If you would like to **write an article** or make a comment for publication on the website please use this link:

<http://www.strategies-for-managing-change.com/how-to-manage-change-in-practise.html>

To **ask me a specific question** about your change initiative you can use the free "Ask the Expert" service for an email response with 2-3 working days:

<http://www.strategies-for-managing-change.com/ask-the-change-management-expert.html>

If you would feel that you want **practical assistance in person** please contact me via this link [there is also more information on my background on this link]

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I wish you every success!

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