

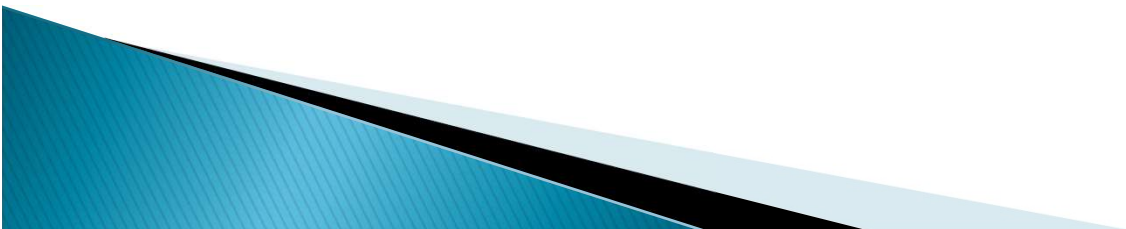
# Change Management

Dr. John J. Byrne, PMP

# Overview

- ▶ What is change management?
- ▶ Methodology:
  - Lewin's three stage model
  - Kotter's 8 step model
  - Blanchard model
- ▶ Resistance:
  - Why change occurs
  - Lewin's Force field analysis
  - How to identify resistance
  - How to classify resistance
  - How to overcome resistance
- ▶ Things to consider

# What is change management?



# Why do Project Managers care about Change Management?

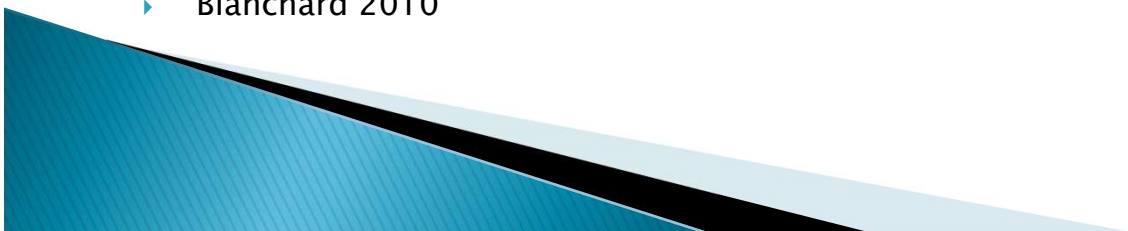
- ▶ Why now is it so much in the news?
- ▶ What issues are facing you?
- ▶ What impact does this have?
- ▶ How many change projects fail?
- ▶ How many change projects start without any formal project plan?



# The numbers

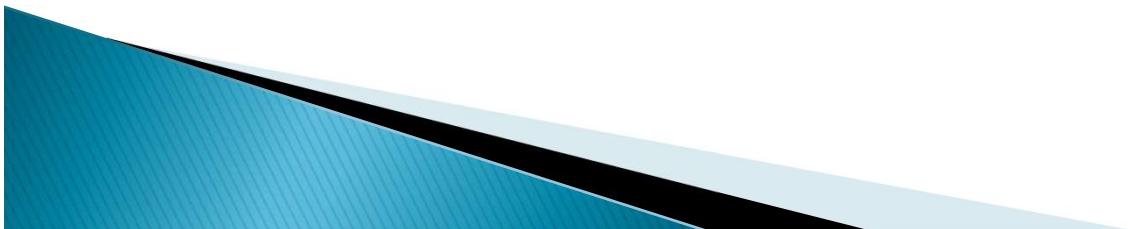
- ▶ 70% of change projects fail
- ▶ 29% start without a formal plan

▶ Blanchard 2010



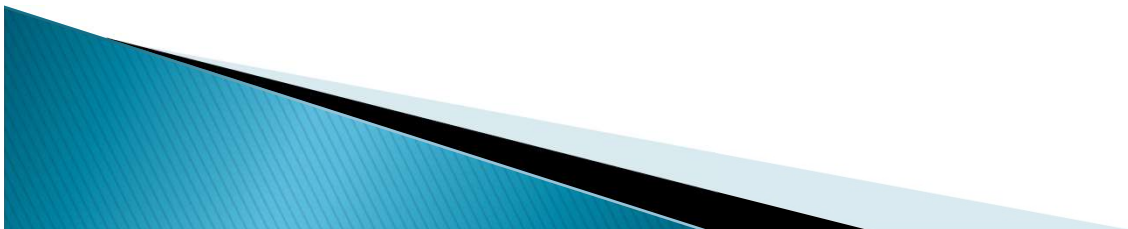
# Change is THE constant

- ▶ Technology
- ▶ Globalization
- ▶ Time and speed of service
- ▶ Labor mobility
- ▶ Outsourcing/downsizing/offshoring
- ▶ Global capital flow
- ▶ Immediate communications



# Are WE ready to change? The 3 part capacity for change

- ▶ The vision:
  - What do we want the future to look like?
- ▶ The Organization:
  - What do we need to look like to get there?
- ▶ The people:
  - What skills, knowledges, and abilities do our employees need?



# The Transformation Questions

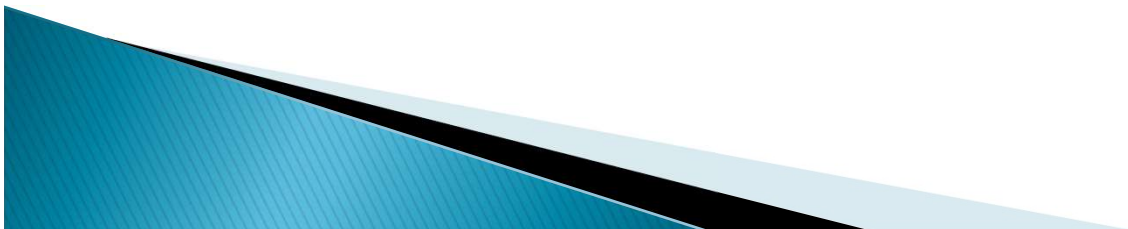
- ▶ Strategic/tactical:
  - Duration
  - Magnitude
  - Priority and importance
- ▶ HR/management plans:
  - Culture
  - People
  - Behaviors





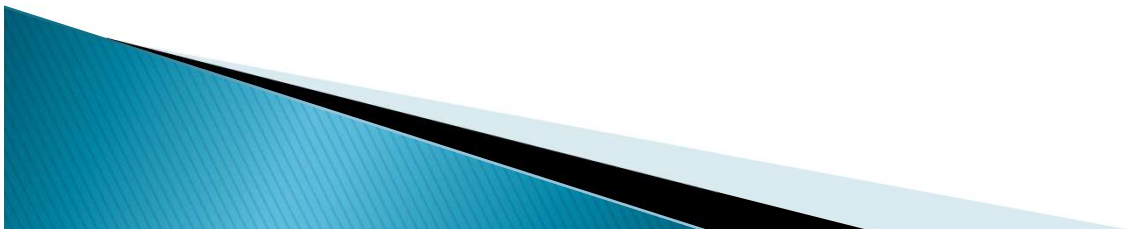
# The models

- ▶ Lewin's three stage
- ▶ Kotter's 8 step
- ▶ Blanchard model



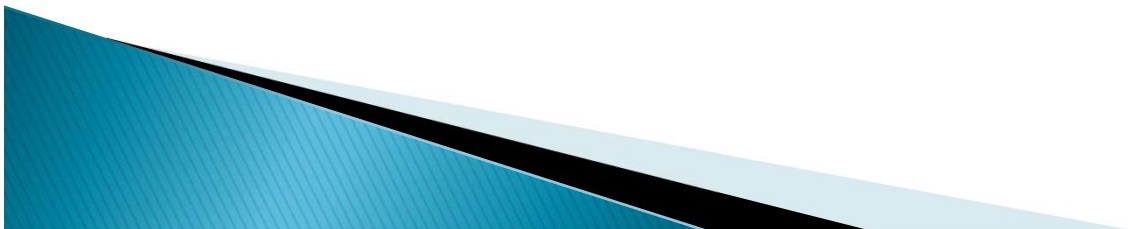
# Lewin's three stage model

- ▶ Unfreeze
- ▶ Change
- ▶ Refreeze



# The Kotter's 8 step model

1. Establish a sense of urgency
2. Form a coalition
3. Vision and strategy
4. Share the vision
5. Empower change agents
6. Short-term wins
7. Consolidate and assess progress
8. Reward new behaviors



# Blanchard Model

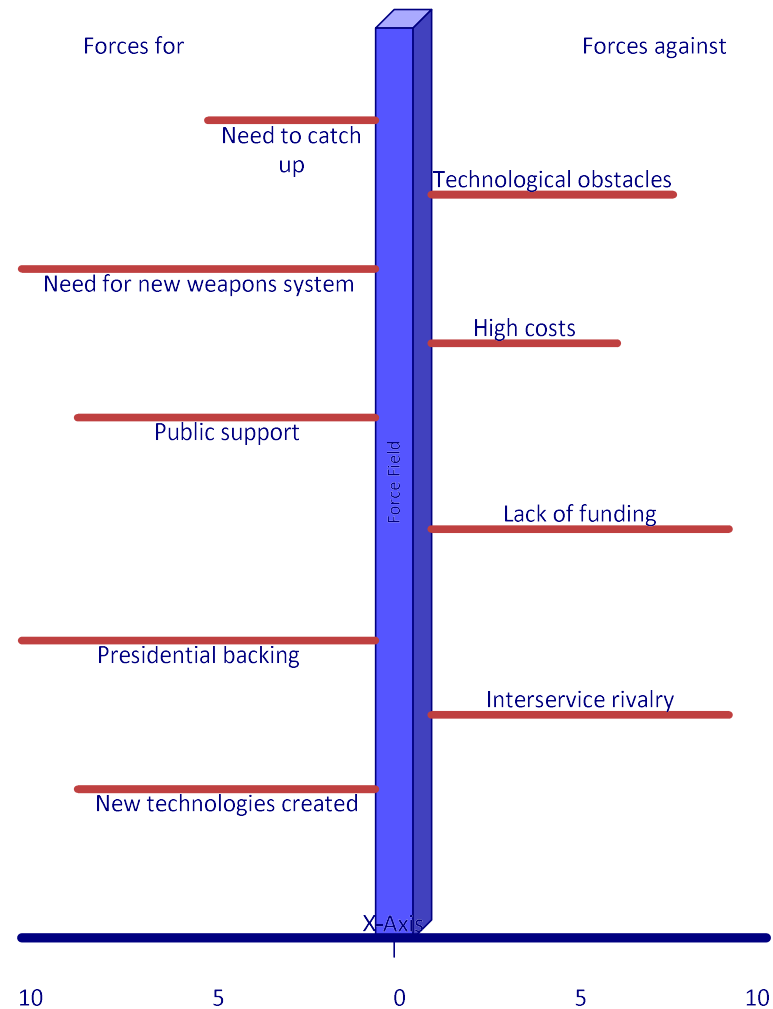
1. Expand influence to obtain buy in
2. Explore possibilities and options
3. Select leadership team
4. Disseminate business case
5. Create a future vision
6. Create a collaborative effort and supportive infrastructure
7. Enable staff and change agents
8. Execute the change
9. Embed change



# The change agent



# Lewin's Force Field Analysis



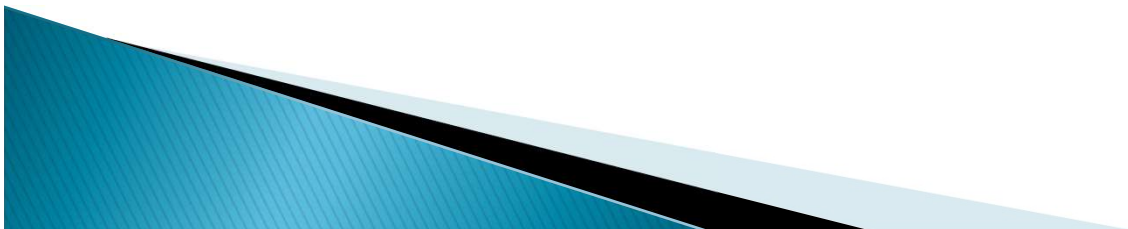
# Change causes Resistance!

- ▶ don't let this surprise you!



# Resistance to change

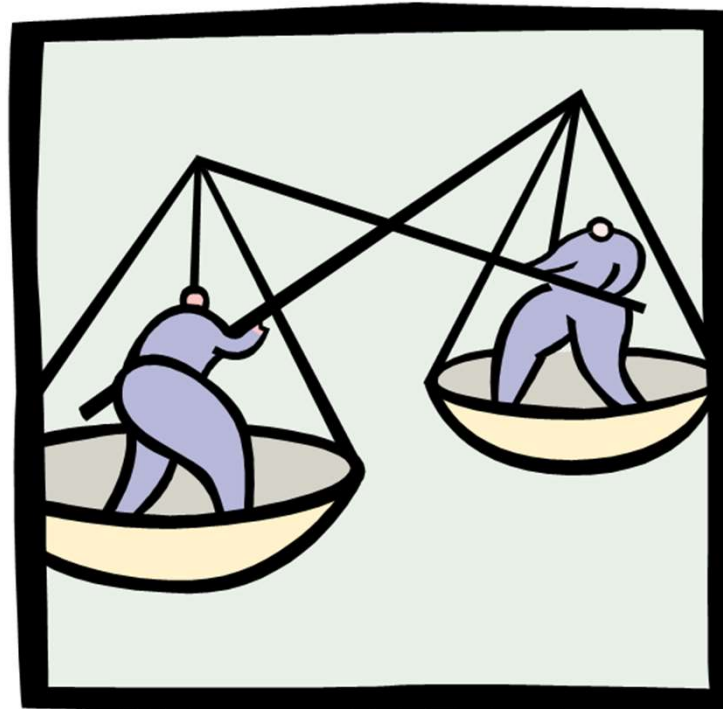
- ▶ One of the leading causes of project/change failures!
- ▶ Resistance kills projects and change!
- ▶ Resistance kills companies





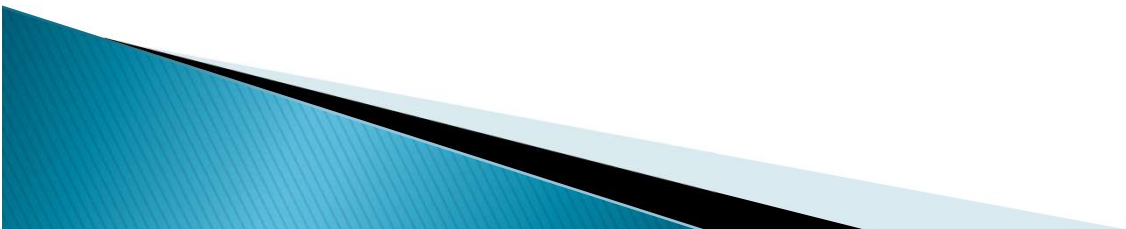
# Tell me about resistance to change

- ▶ What have you seen in your projects?



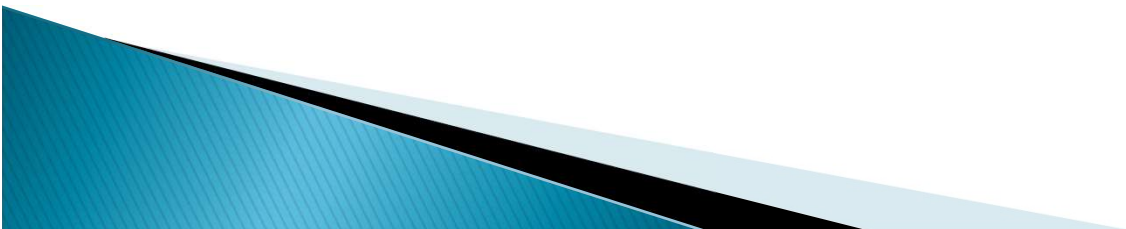
# Types of Resistance

- ▶ Active:
  - Fault finding
  - Ridiculing
  - Being overly critical
  - Fear mongering
  - Spinning facts
  - Sabotage
  - Making accusations



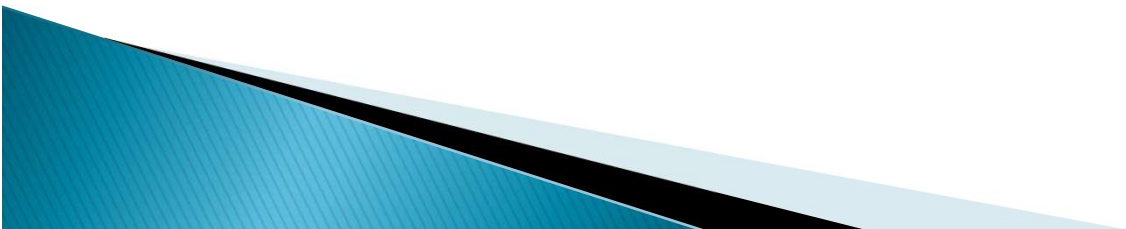
# Types of Resistance

- ▶ Passive:
  - Not following through
  - Procrastination
  - Claiming ignorance
  - Withholding information, support, or help



# Why does resistance Occur?

- ▶ What can be done about it?

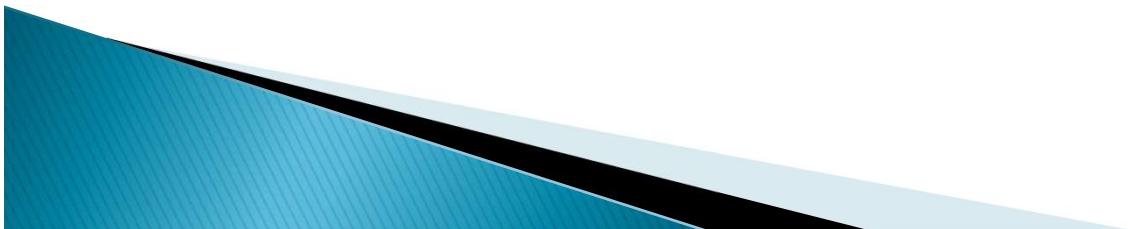


# Why Resistance Occurs

- ▶ Uncertainty
- ▶ Perceived negative outcomes
- ▶ Attachment to current environment
- ▶ Breach of contract
- ▶ No conviction in the change
- ▶ Lack of understanding/clarity
- ▶ Improper change/solution for issue

# Why Resistance Occurs

- ▶ Too much change at once
- ▶ Wrong time for change
- ▶ Impact on family life
- ▶ Ethical issues
- ▶ Previous bad experience with change
- ▶ Disagreement with the management of change

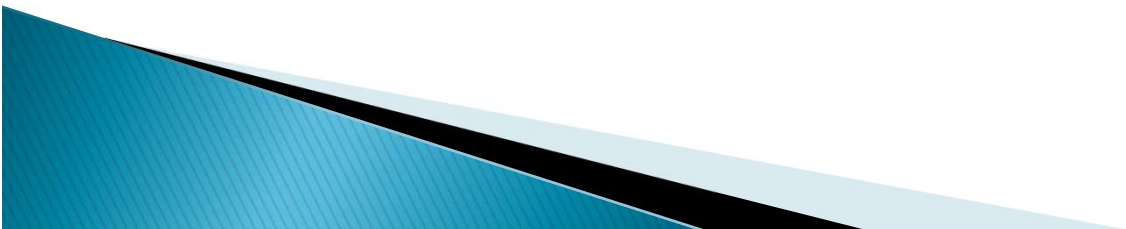


# How do you manage resistance?



# Ways to Manage Resistance

- ▶ Situational Approach
  - Educate workforce on need
  - Encourage participation by change agents
  - Provide support to facilitate change
  - Negotiate and obtain agreement
  - Control and Manipulate situations
  - A little push here and there or out right coercion





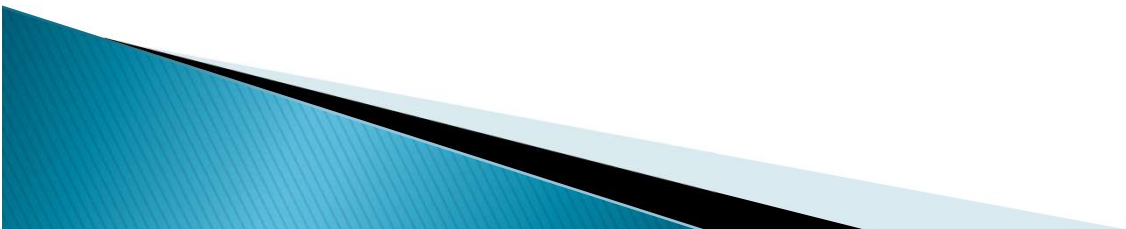
# Resistance Cycle Method

- ▶ Understand the following cycle will occur:
  - Shock
  - Retreat and anger
  - Adaptation
  - Acceptance
- ▶ Or
  - Denial
  - Resistance
  - Exploration
  - Commitment



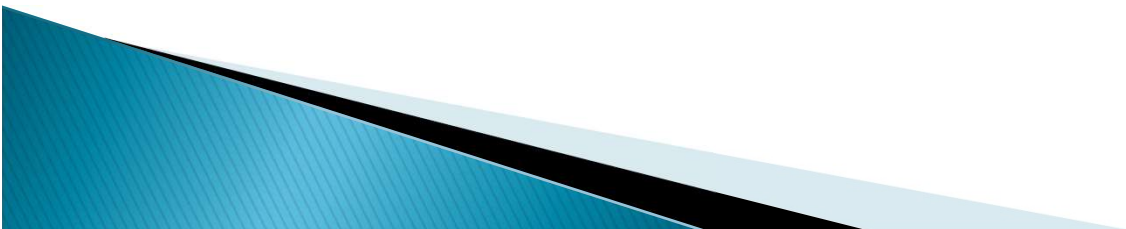
# Resistance Cycle Method

- ▶ Minimize interventions
- ▶ Hands off approach
- ▶ Except for “stuck” individuals



# Creative Counters Method

- ▶ Anticipate Responses
- ▶ Have pre-created responses that properly respond to the issue raised

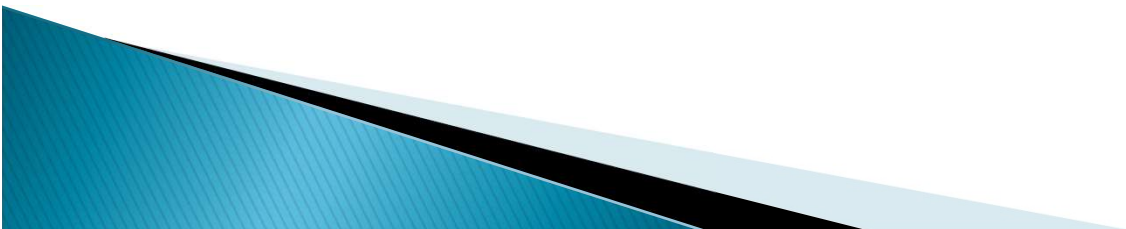


# Default approach

- ▶ Use positional power
- ▶ Manipulate situations for wins
- ▶ Use reason
- ▶ Ignore resistance if appropriate
- ▶ Change agents – use relationships
- ▶ Make deals
- ▶ Sometimes you need to address the resistance
- ▶ Give in on small points

# Power of Resistance Method

1. Create vision – focus on vision
2. Embrace resistance – research resistance – find out Why?
3. Respect resistors
4. Do not push back – relax
5. Join the resistance



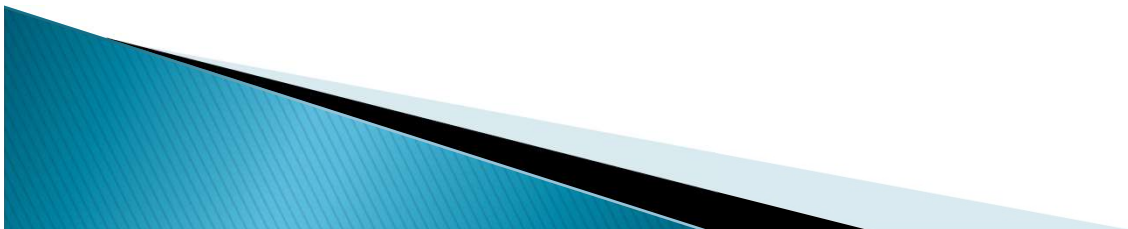
# How to choose?

## Remember Back...

1. When were you aware of a major change?
2. What did it look like?
3. Initial thoughts?
4. Do you do anything?
5. If so what?
6. Short-term and long-term impact?
7. Rewind now. Which method would have made the change go better?

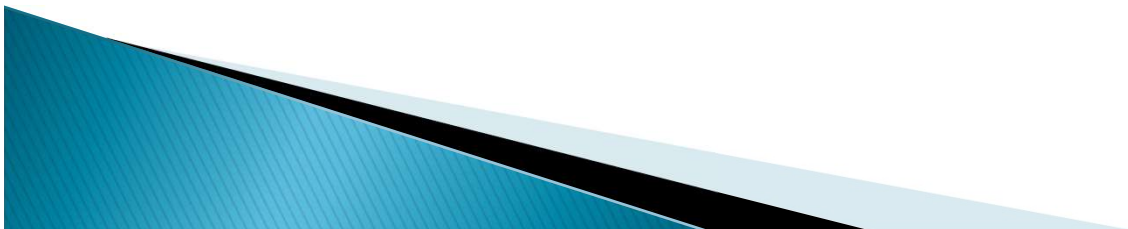
# Things to consider:

- ▶ Change creates human issues:
  - You must create a unified approach
  - Must be realistic in this approach
- ▶ Leadership must support the change
  - Get leadership buy in before you start
  - Speak with one voice
- ▶ Plan out the change
  - Remember this impacts more than just you!
- ▶ You must lead the change!



# More things to consider:

- ▶ Consider how you plan on communicating before, during and after the change
- ▶ How will the change, change the organizations culture?
  - Define new behaviors and expectations
  - Engage front line champions
- ▶ Be ready for things to go wrong!
- ▶ Engage the employees
  - Reward and acknowledge good behavior
  - Make them part of the change





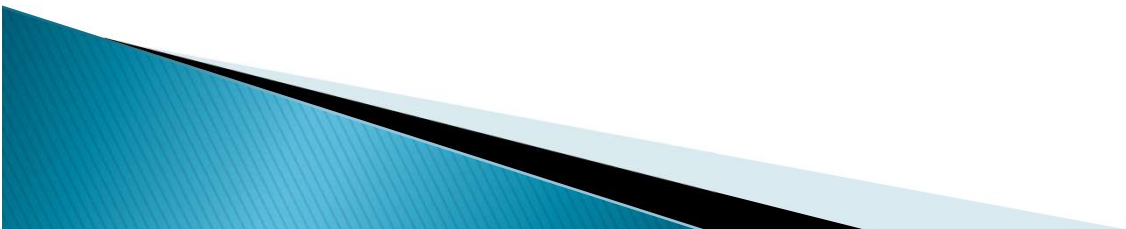
# Recap

- ▶ What have you learned?



# Questions

- ▶ Dr. John J. Byrne, PMP
- ▶ University of Pittsburgh – Johnstown



# References

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