

Categories of Change

Categories of Change

- First-order change

Categories of Change

- First order change
- Second-order change

Categories of Change

- First order change
- Second-order change
- Third-order change

Categories of Change

Categories of Change

- Leadership change

Categories of Change

- Leadership change
- Strategic change

Categories of Change

- Leadership change
- Strategic change
- Process change

Categories of Change

- Leadership change
- Strategic change
- Process change
- Cost-cutting change

Categories of Change

- Leadership change
- Strategic change
- Process change
- Cost-cutting change
- Cultural change

Cultural Change Strategies

Cultural Change Strategies

- “Major Crisis” strategy

Cultural Change Strategies

- “Major Crisis” strategy
- “Incremental Change” strategy

Cultural Change Questions

Cultural Change Questions

1. Clear about characteristics?

Cultural Change Questions

1. Clear about characteristics?
2. Change in processes?

Cultural Change Questions

1. Clear about characteristics?
2. Change in processes?
3. How to communicate changes?

Cultural Change Questions

1. Clear about characteristics?
2. Change in processes?
3. How to communicate changes?
4. How to develop staff?

Cultural Change Questions

1. Clear about characteristics?
2. Change in processes?
3. How to communicate changes?
4. How to develop staff?
5. How to induct new employees?

Cultural Change Questions (2)

6. How do managers demonstrate?

Cultural Change Questions (2)

6. How do managers demonstrate?
7. How old practices challenged?

Cultural Change Questions (2)

6. How do managers demonstrate?
7. How old practices challenged?
8. How to reward new work?

Cultural Change Questions (2)

6. How do managers demonstrate?
7. How old practices challenged?
8. How to reward new work?
9. How to support good practice?

Cultural Change Questions (2)

6. How do managers demonstrate?
7. How old practices challenged?
8. How to reward new work?
9. How to support good practice?
10. Change policy needed?

Symptoms of Need

Symptoms of Need

- Employee level

Symptoms of Need

- Employee level
- Group level

Symptoms of Need

- Employee level
- Group level
- Inter-group level

Symptoms of Need

- Employee level
- Group level
- Inter-group level
- Organization level

Strategies for Change

Strategies for Change

- Individual level

Strategies for Change

- Individual level
- Group level

Strategies for Change

- Individual level
- Group level
- Inter-group level

Strategies for Change

- Individual level
- Group level
- Inter-group level
- Organization level

Accepting Change

Accepting Change

- Employees dislike status quo

Accepting Change

- Employees dislike status quo
- Employees propose change

Accepting Change

- Employees dislike status quo
- Employees propose change
- Employee opinions considered

Accepting Change

- Employees dislike status quo
- Employees propose change
- Employee opinions considered
- Employees benefit from change

Accepting Change

- Employees dislike status quo
- Employees propose change
- Employee opinions considered
- Employees benefit from change
- Organization benefits from change

Accepting Change

- Employees dislike status quo
- Employees propose change
- Employee opinions considered
- Employees benefit from change
- Organization benefits from change
- Customers benefit from change

Accepting Change

- Community benefits from change

Accepting Change

- Community benefits from change
- Employees see “big picture”

Accepting Change

- Community benefits from change
- Employees see “big picture”
- Employees given support

Accepting Change

- Community benefits from change
- Employees see “big picture”
- Employees given support
- Not too many changes at once

Accepting Change

- Community benefits from change
- Employees see “big picture”
- Employees given support
- Not too many changes at once
- Employees believe change is necessary and important

Resistance to Change

- Employee resistance

Resistance to Change

- Employee resistance
- Communication breakdowns

Resistance to Change

- Employee resistance
- Communication breakdowns
- Insufficient time for training

Resistance to Change

- Employee resistance
- Communication breakdowns
- Insufficient time for training
- Staff turnover during transition

Resistance to Change

- Employee resistance
- Communication breakdowns
- Insufficient time for training
- Staff turnover during transition
- Costs exceed budget

Resistance to Change

- Employee resistance
- Communication breakdowns
- Insufficient time for training
- Staff turnover during transition
- Costs exceed budget
- Insufficient time for implementation

Tools for Engagement

- Communication

Tools for Engagement

- Communication
- Thinking globally

Tools for Engagement

- Communication
- Thinking globally
- Acting locally

Tools for Engagement

- Communication
- Thinking globally
- Acting locally
- Providing motivation and incentives

Tools for Engagement

- Communication
- Thinking globally
- Acting locally
- Providing motivation and incentives
- Following up

8-Step Change Process

8-Step Change Process

- Increase urgency

8-Step Change Process

- Increase urgency
- Build the team

8-Step Change Process

- Increase urgency
- Get vision right
- Build the team

8-Step Change Process

- Increase urgency
- Get vision right
- Build the team
- Communicate for buy-in

8-Step Change Process

- Increase urgency
- Get vision right
- Empower action
- Build the team
- Communicate for buy-in

8-Step Change Process

- Increase urgency
- Get vision right
- Empower action
- Build the team
- Communicate for buy-in
- Create short-term wins

8-Step Change Process

- Increase urgency
- Get vision right
- Empower action
- Don't let up
- Build the team
- Communicate for buy-in
- Create short-term wins

8-Step Change Process

- Increase urgency
- Get vision right
- Empower action
- Don't let up
- Make change stick
- Build the team
- Communicate for buy-in
- Create short-term wins

Essentials for Success

Essentials for Success

- Leadership commitment

Essentials for Success

- Leadership commitment
- Integration into decision making

Essentials for Success

- Leadership commitment
- Integration into decision making
- Thoughtful, rigorous planning

Essentials for Success

- Leadership commitment
- Integration into decision making
- Thoughtful, rigorous planning
- Employee involvement

Essentials for Success

- Leadership commitment
- Integration into decision making
- Thoughtful, rigorous planning
- Employee involvement
- Organizational alignment

Essentials for Success

- Leadership commitment
- Integration into decision making
- Thoughtful, rigorous planning
- Employee involvement
- Organizational alignment
- Congressional involvement