

The Theory and Practice of Change Management

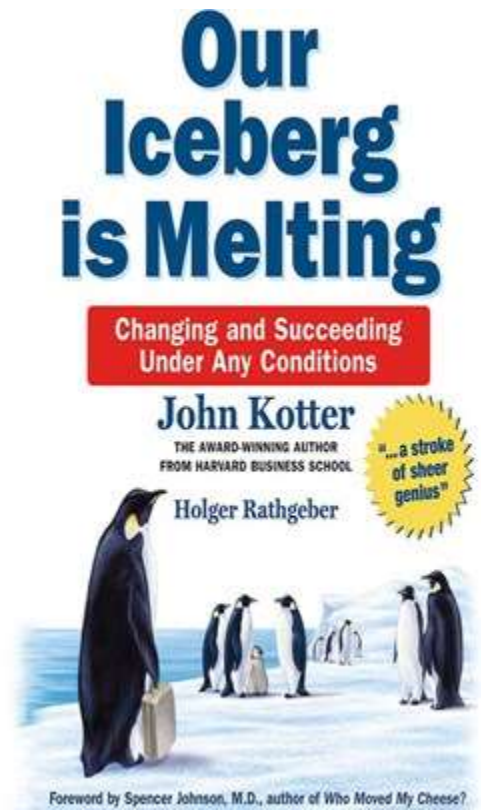
*'Any modern enterprise having a fear
to change never survives today!'*





Overview of Presentation

- Definition
- Why Change?
- Understanding Change
- Reasons for Change
- Change Models
- Leading and Managing Change
- Communicating Change
- Reasons for Failure



Definitions (Prepare)

Change Management is a systematic activity to prepare an organization for and implement ongoing environmental changes in a business operation.



Change Management (Change Initiatives)

Change management is a **set of principles, techniques, and prescriptions** applied to the **human aspects** of executing major change initiatives in organizational settings.

Change initiatives in organizational settings

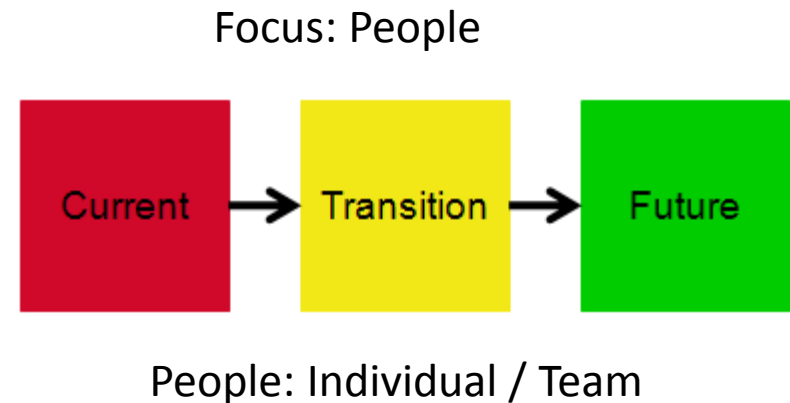
- NAAC
- NBA
- ISO

Change Management (Implementation)

Change management is a **structured approach** for ensuring that changes are thoroughly and smoothly **implemented** and for achieving lasting benefits of change.

Change Management (People)

The change management **focus** is on the wider impacts of change, particularly on **people** and how they, as **individuals and teams**, move from the **current state to the future state**.



Change Management (Organization's Potential)

The change could range
from
a simple process change
to
a major system change
to achieve the
**organization's
potential.**



Definitions

The process, tools and techniques to manage the **people-side** of change to achieve a required business outcome.



Why change?

Change is necessary in life to keep us...

- Moving
- Growing
- Interested

Imagine life without change.

It would be static...boring...dull.”



- Create the future by changing with some risk
- Remain today without any risk.
- The final decision is totally up to you, but your employers do not want to have a passive and inert employee.

Several Management Innovation programs to deal with change

- NBA
- NAAC
- 6-Sigma, (defect levels below 3.4 defects per million opportunities (DPMO))
- TQM (Total Quality Management),
- TPM (Total Productive Maintenance),
- ERP (Enterprise Resource Planning),
- ISO

Understanding Change

- Change management represents a **large and rapidly growing discipline** that is being increasingly deployed on a global scale by all types of organizations. It refers to a structured approach that facilitates the adoption of change by groups and individuals within an organization.
- The process of how organizations change draws on many disciplines from **psychology and behavioral science to engineering and systems thinking**.
- The underlying principle is that **change does not happen in isolation**. It **impacts** the whole organization and each individual associated with it.

Reasons for change

External Factors

- Globalization
- Constant innovation of technology
- Constantly evolving business environment
- Social media
- Mobile adaptability

Internal Factors

- Organizational change
- ?
- ?
- ?
- ?

The ability to **manage and adapt** to organizational change is an essential ability required in the workplace today



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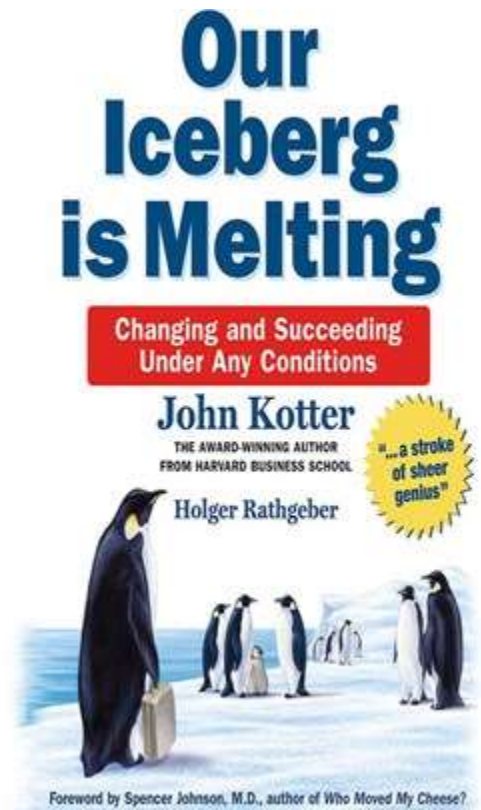
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Change Models

Leading and Managing Change

Communicating Change

Reasons for Failure

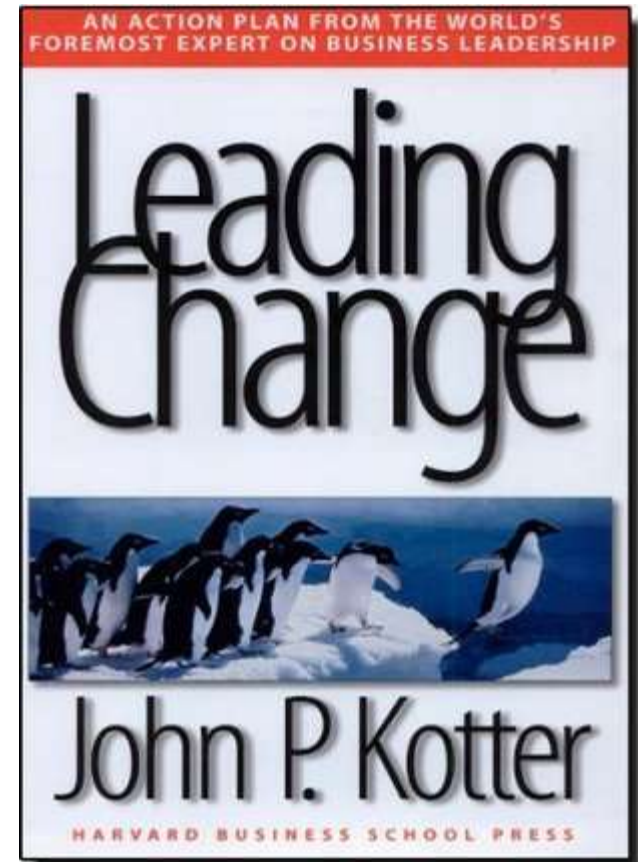


Change Models

- John Kotter's 8-Step Process for Leading Change
- Change Management Foundation and Model
- Deming Cycle of [Plan-Do-Check-Act](#)
- ADKAR Model (Awareness, Desire, Knowledge, Ability, and Reinforcement).
- Lewin's 3-Stage Model of Change -Unfreeze–
Change–Refreeze

John Kotter's 8-Step Process for Leading Change

1. Establish a Sense of Urgency
2. Create the Guiding Coalition
3. Develop a Vision and Strategy
4. Communicate the Change Vision
5. Empower Employees for Broad-Based Action
6. Generate Short-Term Wins
7. Consolidate Gains and Produce More Change
8. Anchor New Approaches in the Culture



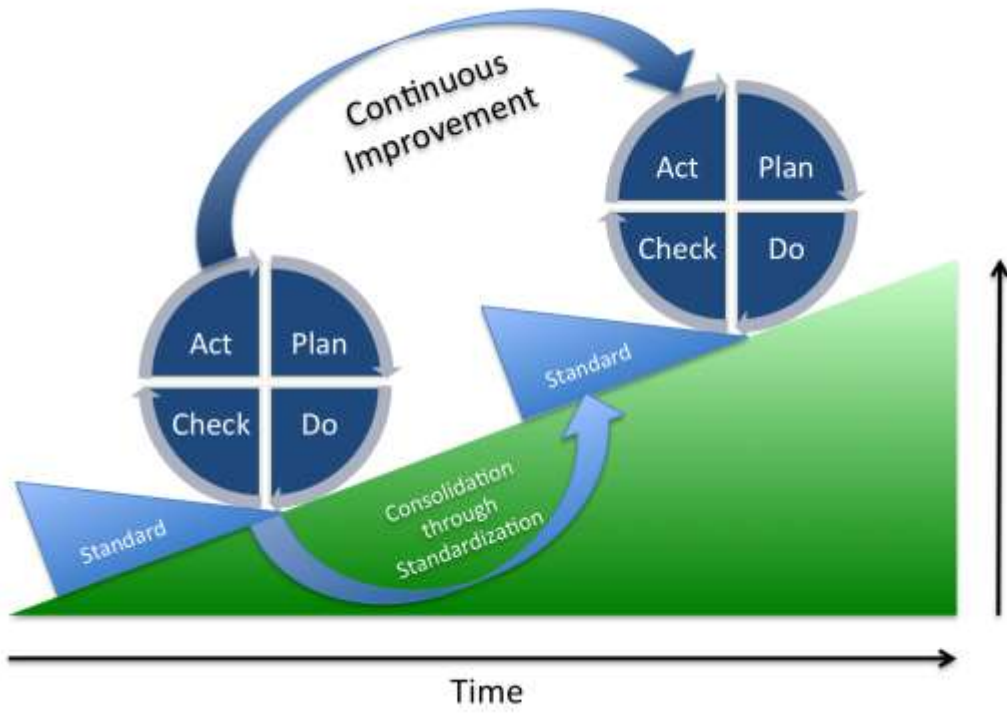
- [Dr. John P. Kotter](#), 1996, the Konosuke Matsushita Professor of Leadership, Emeritus, at the Harvard Business School

Change Management Foundation and Model

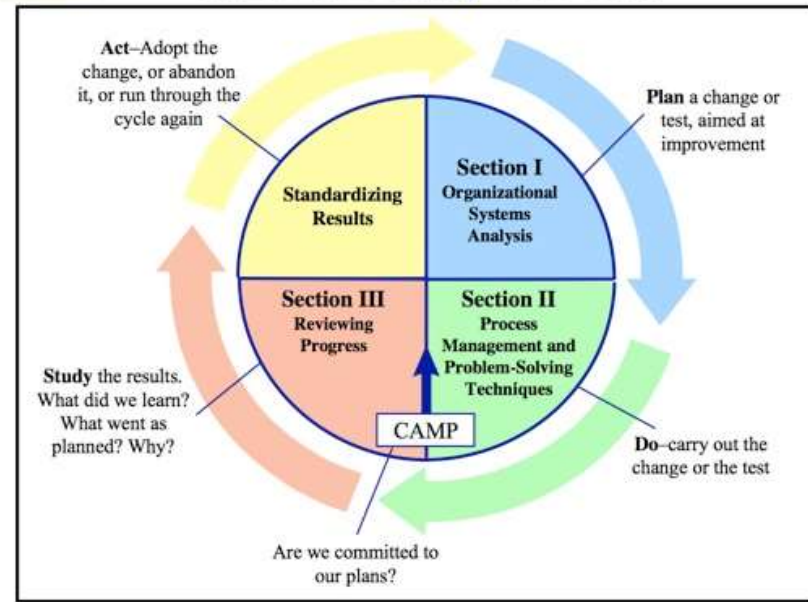
- Determine Need for Change
 - Prepare & Plan for Change
 - Implement the Change
 - Sustain the Change
- The Change Management Foundation is shaped like a pyramid with project management managing technical aspects and people implementing change at the base and leadership setting the direction at the top

Deming Cycle of Plan-Do-Check-Act

- Plan - establish objectives and processes
 - Do - implement the plan, execute the process, make the product
 - Check - study actual results and compare against the expected results
 - Act - enact new standards
- The Plan-Do-Check-Act Cycle, created by W. Edwards Deming, is a management method to improve business method for control and continuous improvement of processes and products



The PDSA/PDCA



ADKAR Model

(Awareness, Desire, Knowledge, Ability, and Reinforcement).

- **A**wareness of the need for change
 - **D**esire to participate and support the change
Knowledge on how to change
 - **A**bility to implement required skills and behaviors
 - **R**einforcement to sustain the change
- Prosci, the world leader in change management research and content creation



Prosci's ADKAR Model



Developed in 1998 by Prosci, after research with more than 300 companies undergoing major change projects. ADKAR is a goal-oriented change management model that allows change management teams to focus their activities on specific business results. The model was initially used as a tool for determining if change management activities like communications and training were having the desired results during organizational change.

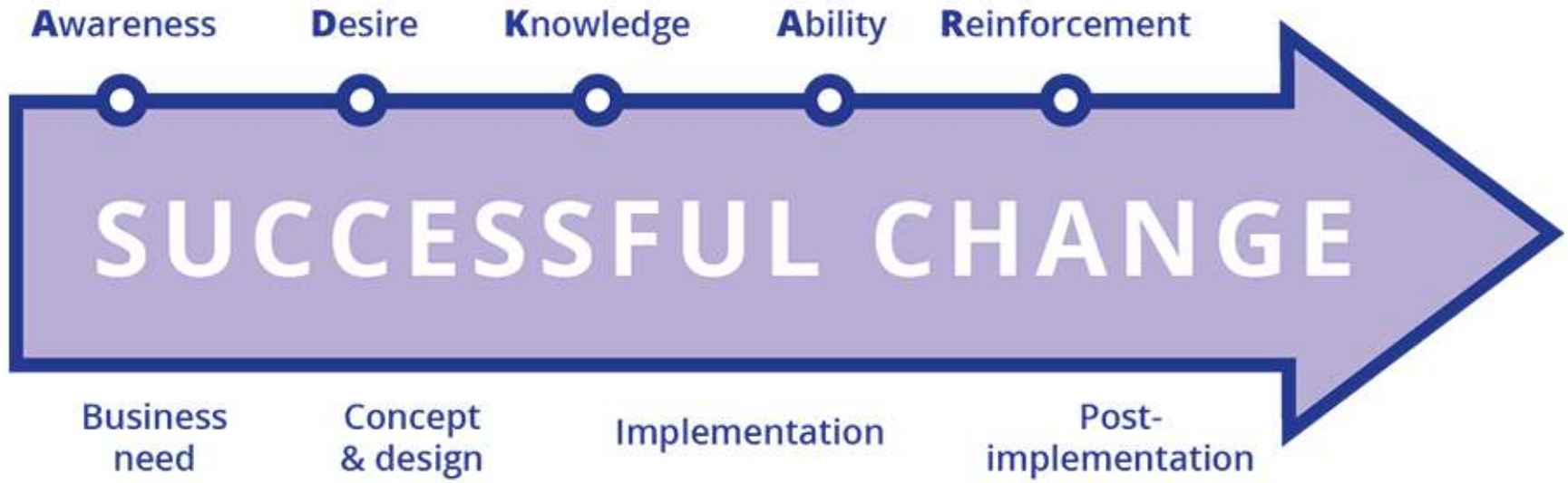
Benefits

1. It encapsulates the business/process dimension of change and the individual dimension of change
2. Provides a clear management checklist to manage change

Limitations

1. Misses out on the role of Leadership and principles of programme management to create clarity and provide direction to change

THE PEOPLE SIDE OF CHANGE



PHASES OF A CHANGE PROJECT

Lewin's 3-Stage Model of Change



Kurt Lewin's Three stage model
Approaches to Managing Organizational Change
1947, a physicist and social scientist.

Unfreeze – Change – Refreeze

Lewin's Change Model

Stage 1: Unfreezing

Create dissatisfaction
(with the status quo)

Benchmark
operations

Diagnose internal
barriers to
performance

Stage 2: Moving

Redesign
organizational roles,
responsibilities, and
relationships

Train for newly
required skills

Promote
supporters/remove
resisters

Stage 3: Refreezing

Align pay/reward
systems

Reengineer
measurement/
control systems

Create new
organization
structure

Choosing which changes to implement

- Although there are many types of organizational changes, the critical aspect is a company's ability to win the buy-in of their organization's employees on the change.
- Effectively managing organizational change is a four-step process
 1. Recognizing the changes in the broader business environment
 2. Developing the necessary adjustments for their company's needs
 3. Training their employees on the appropriate changes
 4. Winning the support of the employees with the persuasiveness of the appropriate adjustments

The **objectives, content, and process** of change should all be specified as part of a change management plan.

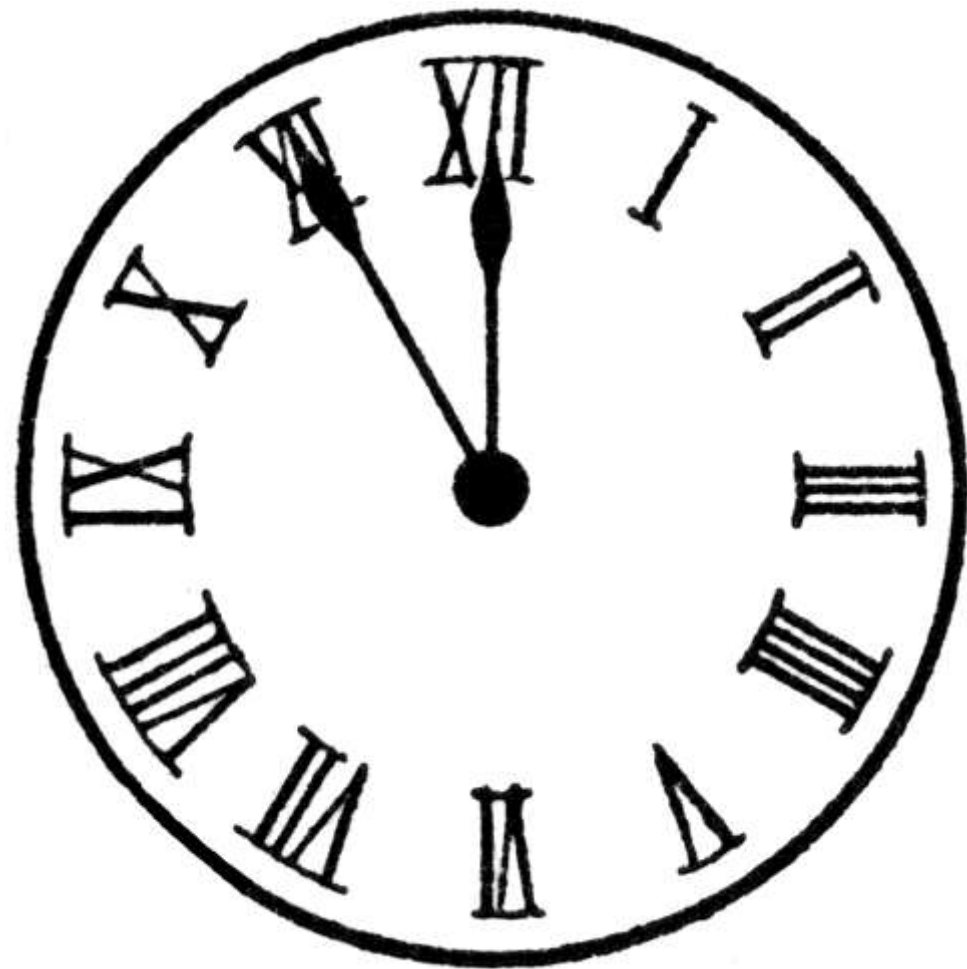
People are resistant to change in organisations because it can be **uncomfortable.**

The notion of doing things this way,
because
'this is the way we have always done them',
can be particularly hard to overcome

Change management differs from project management in its ultimate objective.

Project management is restricted to the application of a set of tools and processes by a small group of professionals to achieve **project goals**.

On the other hand, change management emphasizes on the **people side of change** and **targets leadership** at all levels of an organization including executives, senior leaders, middle managers, supervisors, and staff.





WHAT DO YOU
WANT
TO CHANGE?

Leading & Managing
Change

Leading Change

- To effectively lead change, recognize that the 'change' itself does not need as much managing as the people involved in it.
- To successfully manage and lead people through any type of change, it helps to be aware of the **different ways people prefer to deal with change**, and to realize that perceptions of the change styles of others are colored by the leaders' perception.

Communicating Change

- Communication plays a critical role in overcoming the **fears and concerns** stimulated by change. People are often concerned about the **effect** the change will have on them.
- Uncertainty in a working environment reduces productivity, therefore, it is important to communicate **what is changing and why**.
- There are three key subjects of communication – present state, intermediate state, and future state.

Present state

- Explain why the organization has to move away from the current state, and the **dangers** of staying there.
- Understand the **pressures** that make it necessary to change.
- **Describe** why the current state used to make sense, but the organization needs to change with the changing environment.
- **Clarify** what will happen if the organization does not change.
- **Identify** what the change will mean for each individual.

Future state

- Explain what the future will **look like**, why it will look like this and the **advantages**.
- Identify parts which are **clear** and ones which are still **hazy**.
- Clarify what the future state will **imply** for the people in the company.

Intermediate state

- Communicate to **build** confidence.
- Express **confidence** that although people may appear to be in a state that is completely out of control, this state has been accounted for in the planning process.
- Explain that it is **necessary** step on the path to the future state and that the organization will soon move into the future state.
- Show how the **methodology** will help reach the future state and what things will **look like** along the way.

Managing Change

When approached with managing change, it is important to bear in mind that change management **focuses on people** and is about ensuring that change is **systematically** and lastingly implemented.

Reasons for Failure

- 1 The organization is not clear about the reasons for the change and the overall objectives Plays into the hands of vested interests
- 2 The organization fails to move quickly from speech to action Leads to mixed messages and gives resistance a better opportunity to focus
- 3 Leaders are not prepared for the change in management style required to manage a changed business or one where change is the norm
Mentality of "now we are going to change and then we will get back to normal" causes failure
Change is a constant; so a one-off program, which presumably has a start and a finish, does not address the long-term change in management style

Reasons for Failure

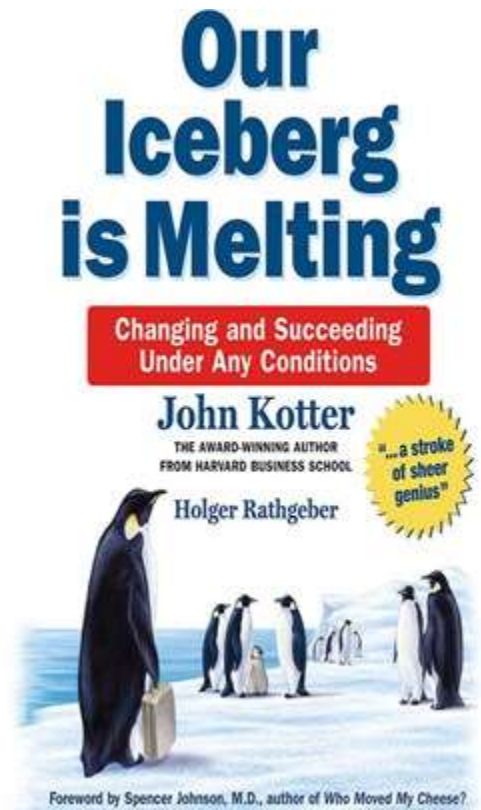
- 4 The chosen change methodology or approach did not suit the business
Pile methodology upon methodology and program upon program
For example, an organization implements Six Sigma, balanced scorecard, and IIP methodology all at the same time
- 5 The organization has not been prepared and the internal culture 'pushed back' against change

Reasons for Failure

- 6 The business 'rammed' certain functions with little regard to the overall objectives Changes one part of the process and not considered the impact up or downstream Causes panic and the organization looks for a quick win or tries to declare victory too soon
- 7 Leaders set strategic direction for the change and then they remained remote from the change, leaving the actual change to less motivated people

Overview of Presentation

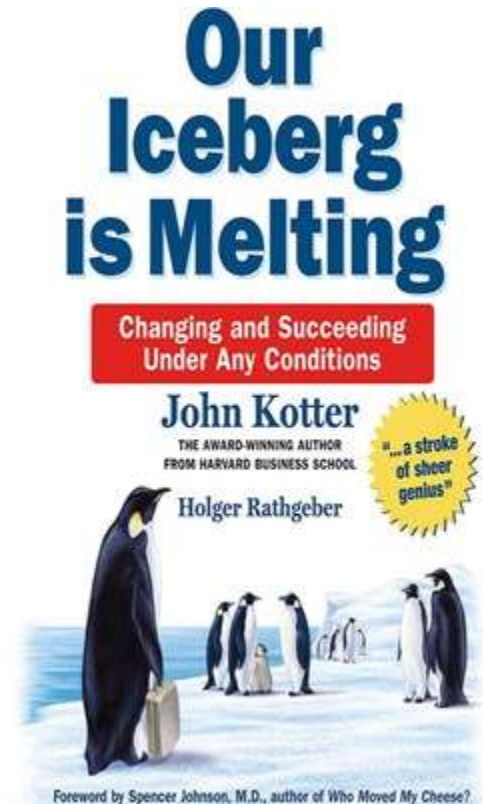
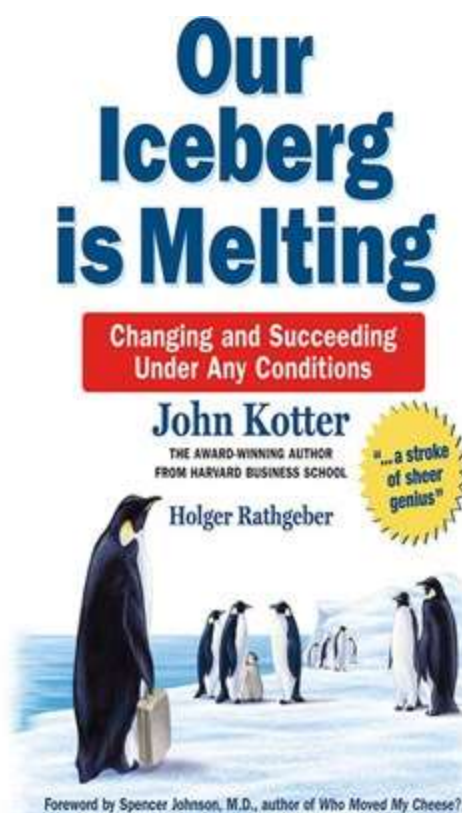
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Changing and Succeeding under any conditions

John Kotter &
Holger Rathgeber
2006

Macmillan,
Great Britain



The Eight Step Process of Successful Change

I. SET THE STAGE

1. Create a Sense of Urgency.

Help others see the need for change and the importance of acting immediately.

2. Pull Together the Guiding Team.

Make sure there is a powerful group guiding the change-one with leadership skills, credibility, communications ability, authority, analytical skills, and a sense of urgency.

The Eight Step Process of Successful Change

II. Decide What to Do

3. Develop the Change Vision and Strategy.

Clarify how the future will be different from the past, and how you can make that future a reality.

The Eight Step Process of Successful Change

III. Make it Happen

4. Communicate for Understanding and Buy in.

Make sure as many others as possible understand and accept the vision and the strategy.

5. Empower Others to Act.

Remove as many barriers as possible so that those who want to make the vision a reality can do so.

III. Make it Happen

6. Produce Short-Term Wins.

Create some visible, unambiguous successes as soon as possible.

7. Don't Let Up.

Press harder and faster after the first successes. Be relentless with initiating change after change until the vision is a reality.

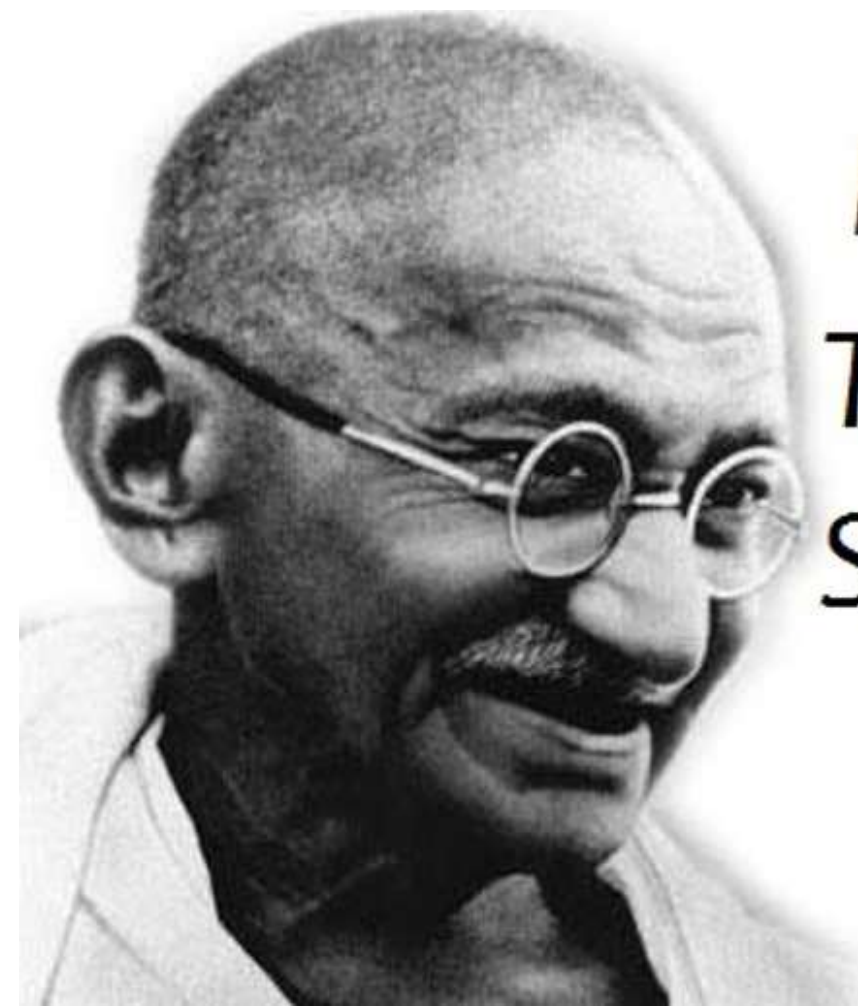
The Eight Step Process of Successful Change

IV. Make It Stick

8. Create a New Culture.

Hold on to the new ways of behaving, and make sure they succeed, until they become strong enough to replace old traditions.





*Be The **Change**
That You Want to
See In The World.*

Achieve *homeostasis*

the ability to maintain
conditions for survival
in a changing
environment.



Banking Industry
Using Mobile
Online Shopping



sometimes,
the things we
can't change
end up
changing us.

in @kato @guiles | tumblr

Thank you, now let's
change the game...



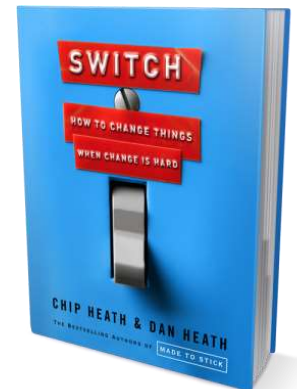
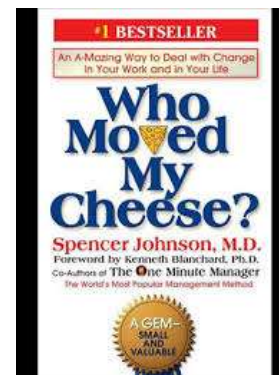
Switch: Change to Next Level

NEXTlevel
PERFORMANCE

Every next level of your
life will demand a
different you.

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- Performance
- Relationship
- Mindset
- Point of Clarity
- Internal Customers
- Work place Expectation
- Skilled Incompetency
- Right People Wrong People
- Sudoku Management



Change

A person is shown from behind, in silhouette, with their arms outstretched horizontally. They are standing in front of a dark background with several bright, out-of-focus spotlights or stage lights at the top, creating a dramatic, high-contrast scene. The overall mood is one of openness, contemplation, or readiness for change.

Changes occur in any environment, thus influencing educational institutions, it is essential for educational institutions to be able to cope with environmental change (internal or external) affecting day to day operations.



Need for Change

Internal Milieu

- Management
- Admission difficulty
- Finance

External Milieu

- Increasing Competition



Future of the College ?

Realize systems to educate professionals

- ✓ Course changes
- ✓ Content changes
- ✓ Pedagogical changes
- ✓ Organizational changes
- ✓ Structural changes and
- ✓ Cultural changes
- ✓ Leader Changes



✓ **Not slow change**

✓ **Disruptive**

✓ **Rapid**

✓ **Visible change**



Cha(lle)nge

Environments 'forced' a change

What to change?

What to change to?

How to change?

HOW TO CHANGE ?

Acquiring knowledge

skills

What to do

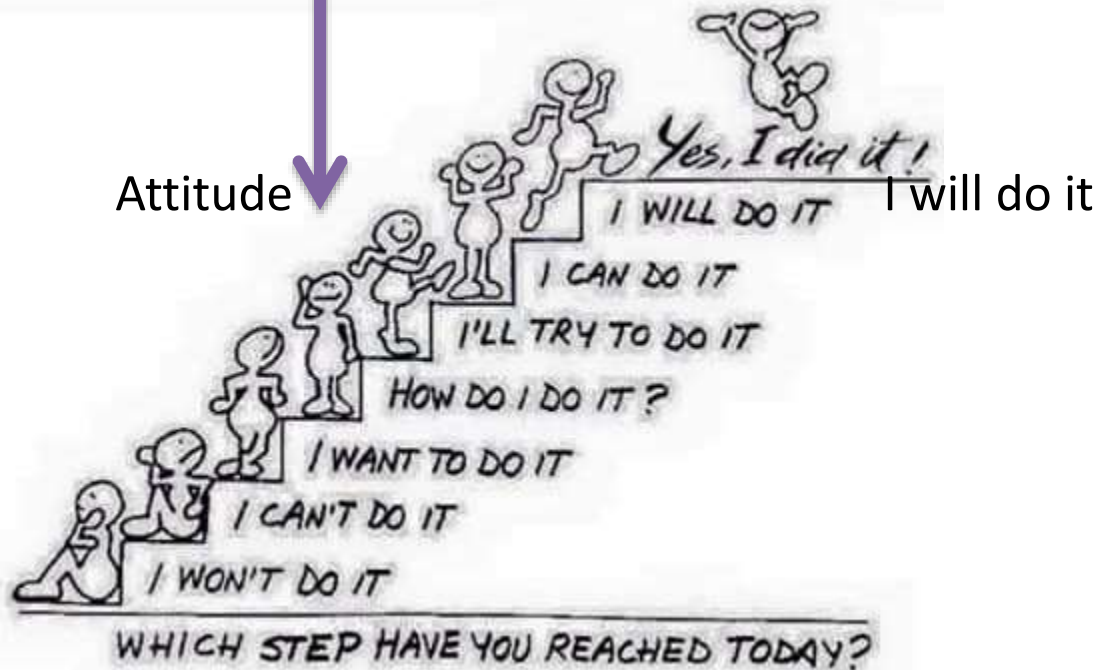
How to do

Awareness

Disassociate old thoughts

Attitude

Incorporate your new thoughts



The Truth About Your Current Reality

Difficult to Identify

Work Place /Living Place / World

Future is

- Highly complex
- More Interdependent
- More uncertain
- More ambiguous
- Tumultuous Opportunity
- System Thinking
- Relationship
- Problem Solving
- Problem Solving

There is NO one perfect person,
family, industry, or country

Accept as it is, unconditionally.
You are lucky, if any changes happens.

Work place involves

intense contacts with people,
practical experience,
working relationships with
less capable colleagues,
rivalry –driven people,
gossiping people,
self-centered people.

Uncertainty is Permanent

Instability is chronic

Change is Accelerating

Disruption is Common



Distrust

we can neither Predict nor Govern no
"New Normal"

Continuous Series "Not Normal"

Distrust / Low – Trust world

Believability Crisis

Purpose: Performance

- An Organization exists for a purpose and that purpose is performance
- Performance defined as any outcome that is deemed valuable by either an external or internal customer



PEPSICO



PERFORMANCE
WITH *PURPOSE*

Human • Environment • Talent

Performance for the Day

Thousand of tiny choices, in an endless procession, that confronts us every minute, unable to intellectualize, **compelled us to react instinctively (decisions)**, follows the path of least resistance.

Sum of these tiny decisions is the performance of the day

Every day work means that you
are taking number of
tiny decisions and

are swimming in an ocean
full of small mistakes
by you and by others

Number of very small
wise decisions taken
daily towards the
purpose



PERFORMANCE

Self Discipline

Self Discipline is conscious practice of

controls, habits and restraints,

imposed by one self and

demanded by the profession



- We live our life based on certain assumptions
- We test these assumptions with each experience and with each passing day
- We need to revisit the assumptions and prepare to take charge of our development

Re-Visit Assumptions



**VALIDATE
YOUR
ASSUMPTIONS**

Growth Mindset People

- ✓ stretch themselves,
- ✓ take risks,
- ✓ accept feedback, and
- ✓ take the long-term view
- ✓ can't help but progress in their lives and careers.

It is said that business people tend to reject the
“growth mindset” because of the way we think.

We think in two stages: “You plan, and then you execute.”

We do not have a
“learning stage or practice stage in the middle.”

Summary of Dweck's *Mindset*

Fixed vs Growth

ability is static

avoids challenges

gives up easily

sees effort as fruitless

ignores useful criticism

threatened by others



ability is developed

embraces challenges

persists in obstacles

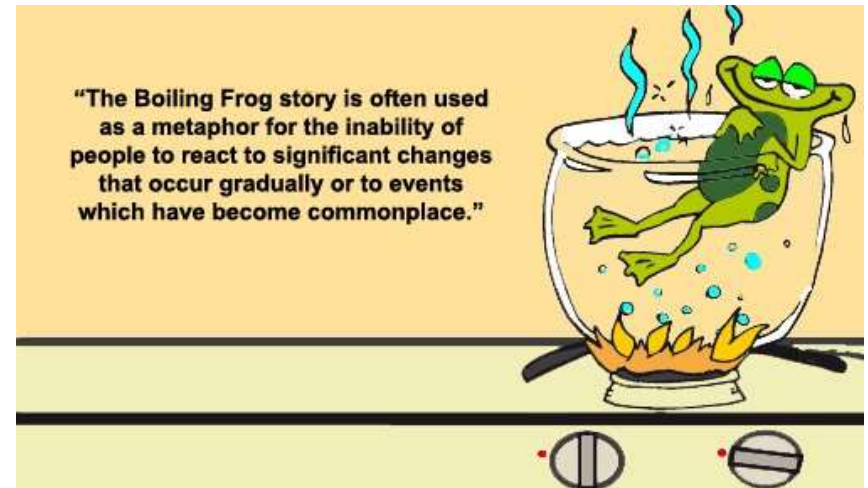
sees effort as necessary

learns from criticism

inspired by others' success

The Parable of the Boiled Frog

The problem is our minds
are so locked in one
frequency,
we can't see anything at
different frequency.



Relationship

- The ability to get along with and influence other people
- Remember most people make an assessment of you within **30 secs** that often lasts a life time and can be almost impossible to change, if incorrect



Relationship

- Invest time and money over a long period
- Relationship do not work when you measure them on a scorecard
- You are giving less than what you take out of relationship
- People did not have any responsibility to decide or to deliver, but they seemed to have infinite authority to block you from doing anything.

Relationship

- Ability to influence people whom you did not have control and on whom you had no formal or implied authority
- Ability to tolerate and live with differences as respect – Respectful mind
- Warm relationships are necessary- form parents, spouse, siblings, friends, mentors and wellwishers

The only thing that really matters is your relationship with other people.

Nothing take it granted

Relationship

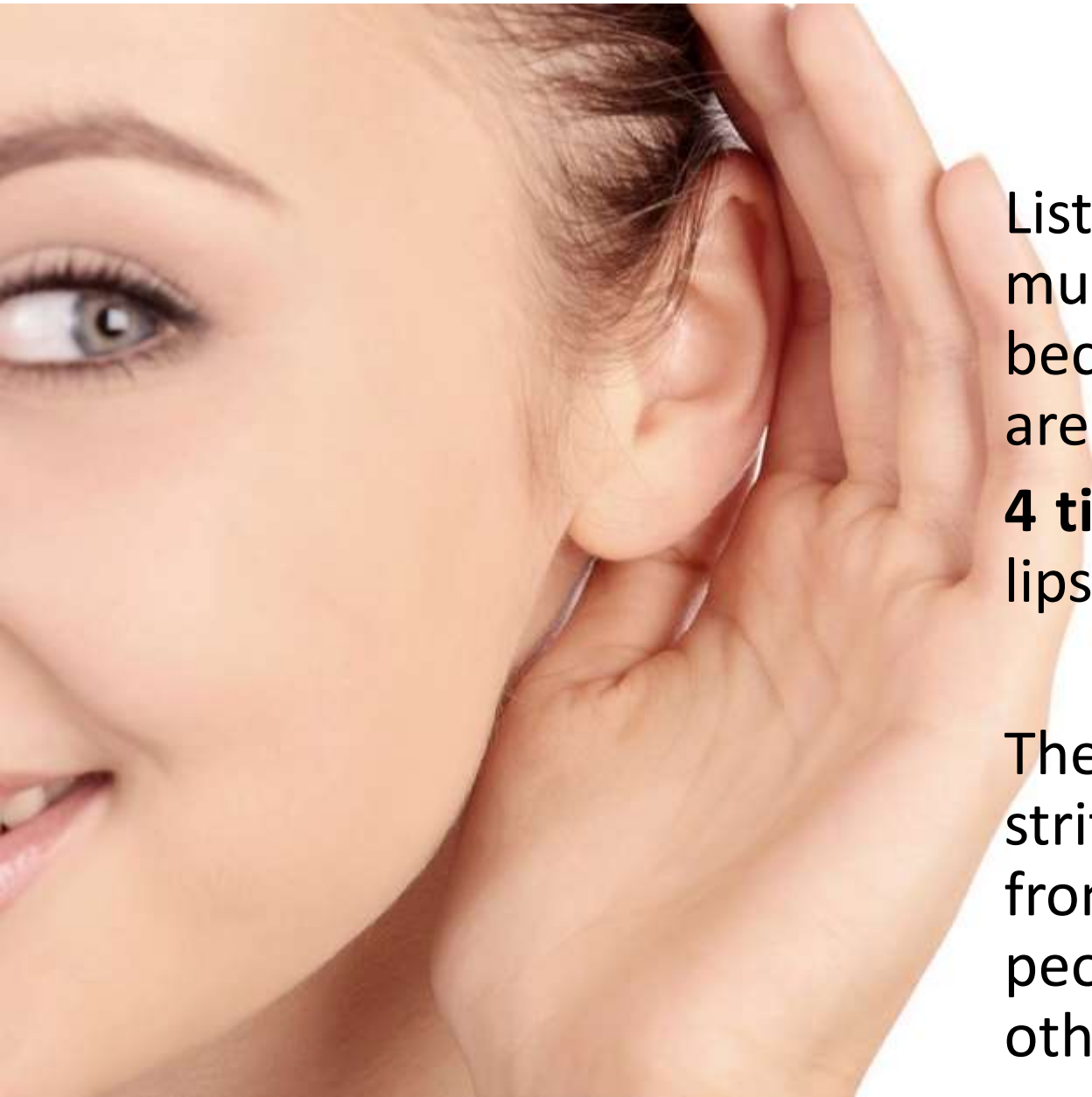
- Most of the problems in relationships happen because we become controlling
- We depend upon other for happiness
- Once you start with feeling good about yourself on your own, it easily to be non-judgmental and possible to accept the difference and understand it in a positive way



When ~~People~~ **you** change,
Government, Companies, and
Institutions change with you.



~~People~~ You have to Build
more Trusted Relationship



Listen

Listen four times as much as you speak because the surface area of the ears is

4 times as much as the lips

The cause of much strife in the world arises from the inability of people to listen each other

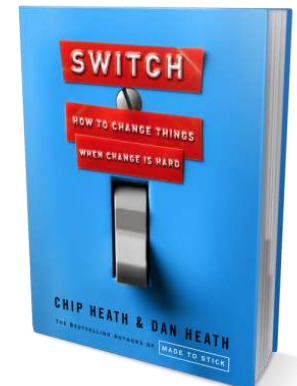
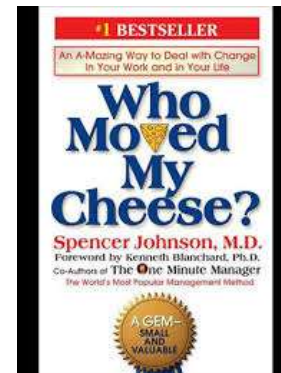
The Points of Clarity

Clarity means you embrace the goal you're committed to and build toward it.

- Who do we serve?
- What is our Core Strength?
- What is our core score?
- What actions can we take Today?

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Serve Internal Customers



Employees Expecting from Boss

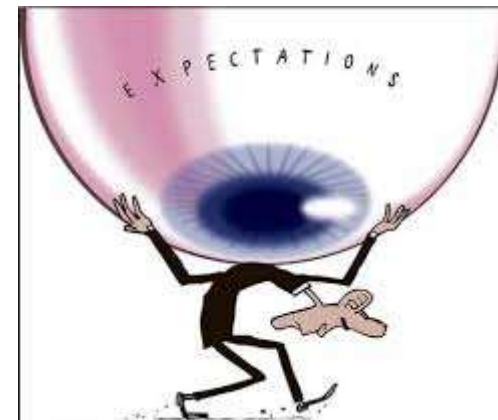
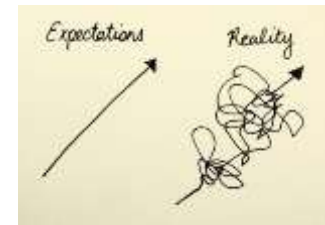
1. Feedback
 2. Empowerment
 3. Coaching
 4. Transparency
 5. Recognition
 6. Opportunity
 7. Clear Tasks
 8. Access
- 
- A silhouette of a person holding a large fishing net against a sunset background. The net is large and conical, with a long handle. The person is standing in a field of tall grass, and the sky is a mix of orange and yellow. The net is held up, and the person's hands are visible at the handle.

9. Respect for Personal Time

During a career, report to 10 direct bosses and 10 indirect bosses of those bosses

Boss expecting from Employees

1. 100% effort
2. Loyalty
3. Honesty
4. Get-it-done Results



Irrespective of what you think of the BOSS, you have to accept the BOSS

Right People

Wrong People

- Job
- Work for Pay check
- Quickly self-eject
- Single handedly bring down the organization

Can not hire wrong People and
Teach / Train what ever you want
/are to be nice/ are to be right

Right People

- Responsible
- Work for customer
- Devote them to build organization

Hire Right People and Teach / Train
what ever you want

While change over, will it go to
right people?

Skilled - Incompetence

- Teams full of people who are incredibly proficient keeping themselves from learning
- Highly skillful at protecting ourselves from pain and threat posed by learning situations.
- Because we fail to learn we remain incompetence at producing the results what we want

FAQ- How to ~~do a work~~ accept the responsibility which I do not like

- Fear is must for giving best
- Fear of EMI / House Rent, School/college Fees, Parents Medical expense etc.,
- Minimum Ego required – I am the right person to do this work
- If Fear and ego crosses the limit, starting point of poor performance

**FAQ- ~~How much work I have to do for my salary?~~
How many responsibilities can I accept for my
role/ position?**

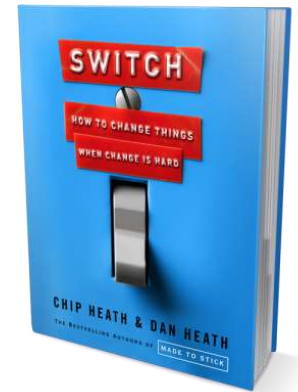
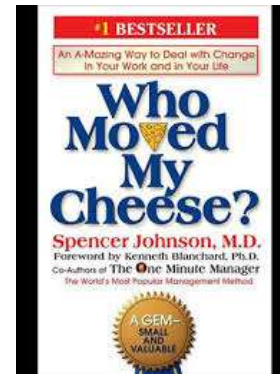
- 100 % of Your undefined responsibility
- 50% of your boss's responsibility
- 25% of your subordinate responsibility
- 25% of your peer responsibility
- 100 % of Your defined responsibility

- Totally 300%

Check your ROLE every time
you take up the responsibility

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#1 BESTSELLER

An A-Mazing Way to Deal with Change
in Your Work and in Your Life

Who Moved My Cheese?

Spencer Johnson, M.D.

Foreword by Kenneth Blanchard, Ph.D.

Co-Authors of **The One Minute Manager**

The World's Most Popular Management Method



The 4 Protagonists

Which one are you???



Sniff

- sniffs/looks ahead;
anticipates change

Scurry

- scurries ahead
and bumps into change

Hem

"To discuss, deliberate, or contemplate rather than taking action or making up one's mind. (e.g., *If you **hem and haw** long enough, someone else will do it first.*)" - Wiktionary

Haw

Noticing Small Changes Early Helps You Adapt To The Bigger Changes That Are To Come.

If You Do Not Change, You Can Become
Extinct.

What Would You Do If You Weren't Afraid?

Smell The Cheese Often So You Know When
It Is Getting Old.

When You Move Beyond Your Fear, You Feel
Free.

Imagining Myself Enjoying New Cheese Even
Before I find It, Leads Me To It.

The quicker You Let Go Of Old Cheese, T is
way back to Cheese Station he Sooner You
Find New Cheese.

It Is Safer To Search In The Maze Than Cheese
less Situation.

Old Beliefs Do Not Lead You To New Cheese.

When You See That You Can Find And You
Change Course.

The Handwriting on the Wall

Change Happens

They keep moving the cheese

Anticipate Change

Get ready for the cheese to move

Monitor Change

Smell the cheese often so you know when it is getting old

Adapt to Change Quickly

The quicker you let go of the old cheese, the sooner you can enjoy the new cheese

Change

Move with the cheese

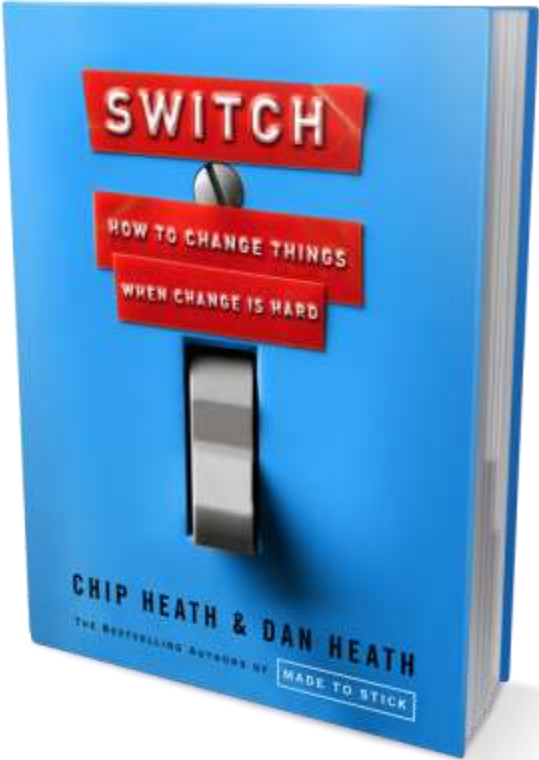
Enjoy Change!

Savour the adventure and enjoy the taste of the new cheese!

Be Ready to Change Quickly and Enjoy it Again

They keep moving the cheese

From: Spencer Johnson, MD; [Who Moved My Cheese?](#)



SWITCH

HOW TO CHANGE THINGS

WHEN CHANGE IS HARD

CHIP HEATH & DAN HEATH

THE BESTSELLING AUTHORS OF **MADE TO STICK**

Can you get people to start behaving in a new way?

- “In our lives, we embrace lots of big changes—not only babies, but marriages and new homes and new technologies and new job duties.”
- So that means, that it is quite possible for people to change.

What looks like a people problem is often a situation problem.

What looks like laziness is often exhaustion.

When you try so hard to stay away from fattening foods because you are on a diet, your mind will get exhausted and then you will finally give in.



What looks like resistance is often a lack of clarity.

“If the mind isn’t sure exactly what direction to go, he tends to lead himself in circles.”



Lack of Clarity

the kinds of change we want typically involve short-term sacrifices for long-term payoffs.

Lack of Focus

Lack of Discipline

Lack of Engagement

Often the heart and mind disagree.

Small Steps

- Don't look for the quick, big improvement.
- Seek the small improvement one day at a time.
- Taken small steps are best way to achieve any big time change in your life



Change isn't an event; it's a process.

Knowledge does not change behavior

In almost all successful change efforts,
the sequence of change is



not **ANALYZE-THINK-CHANGE**, (Mind/Intellect)



but rather **SEE-FEEL-CHANGE**. (Emotion)

When people fail to change, it's not usually because of an understanding problem.

Smokers understand that cigarettes are unhealthy, but they don't quit.

There's a difference between knowing how to act and being motivated to act.

...

What's coming next?

All we know is that NO ONE KNOWS.

Always stand on a
“Burning platform”

When facing threat or opportunity always feel
“Sense of Urgency” (What If?)
in Good Times and Bad Times

Takeaways

Mind- Intellect

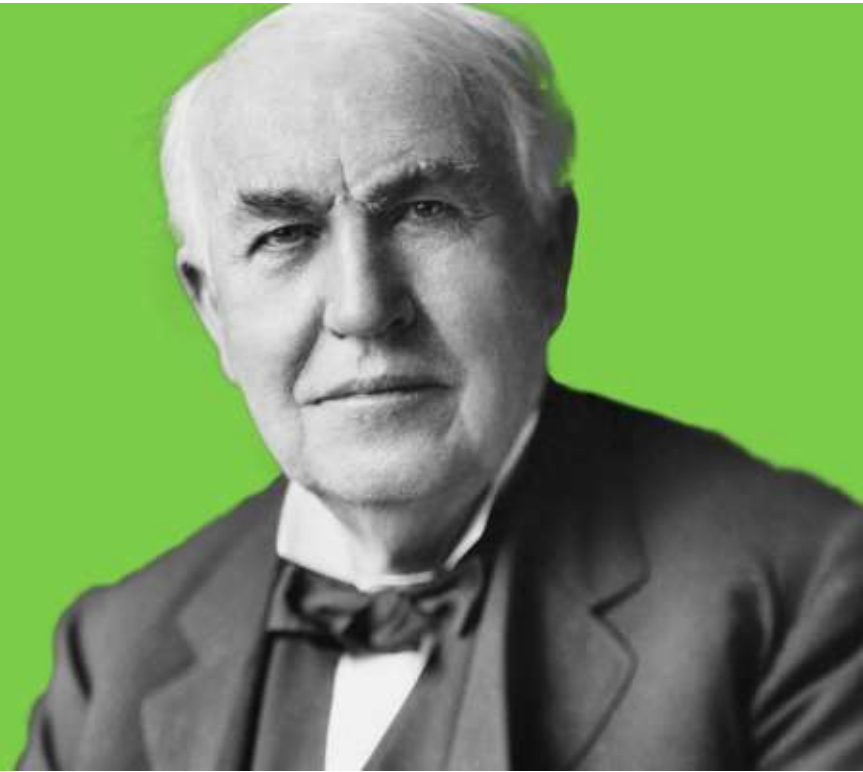


Heart - Emotions



“I have not **FAILED.**
I’ve just found
10,000 WAYS
that won’t work.”

—*Thomas Edison*



Failure / Mistake

- It is, simply, a shortfall, **evidence of the gap** between vision and current reality.
- It is an opportunity for learning about **inaccurate pictures** of current reality
- About strategies that **did not work** as expected
- About the clarity of vision
- They are NOT about our unworthiness or powerlessness

A mistake is an event, the full benefit of which has not yet been turned to your advantage

Change

- ✘ Change never ends
- ✘ Change is an opportunity not a threat



- ✘ Incorporate change into the fabric of the organization
- ✘ Be the change you want to see
- ✘ Be the change masters

1. Keep physically fit because it is linked to emotional fitness
2. Accept uncertainty and ambiguity as natural to the workplace
3. Confront reality
4. You are paid to solve problems
5. Learn from your and other's mistakes
6. Develop the capacity to bounce back after near death
7. Enjoy what you do and do what you enjoy

Happiness comes out of Good Health and Warm Relationships

SUDUKU MANAGEMENT

1. If the mission and vision are clear, most of the problems can be solved with ease. If the only one effective solution to any problem is concerned, the goal is achieved without much difficulty.
2. Ability for change:
if the ideas and thoughts are not fetching desired results in the desired time frame, do not hesitate to change methodology to reach goal.
3. Be patience
4. Take calculative and educated risks

5. Never fear failures- march ahead
6. Never hesitate to approach a problem
7. Learn the techniques through:
 - Constant reading
 - Update knowledge with various forums
8. Creativity- think of different solutions

Every day, are you
using your energy

OR

wasting your
energy?



Are You Ready?
To Switch