Welcome to
Leading Change!

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- Consultant
- Coauthor of *Leadership and the One Minute Manager®* and *Leading at a Higher Level*
- Expert in the areas of leadership and change management
Challenges to Leading Change
Learning Objectives

1. Learn why change agents/efforts fail or get derailed
2. Learn how to diagnose and respond to individuals’ predictable concerns with change and therefore, reduce resistance to change and gain buy-in
3. Learn a powerful model for leading change to move your organization from its current reality toward its vision
7 Core Beliefs about Leading Change

Which of these statements do you agree with?

1. Most change efforts get derailed/fail for predictable reasons.
2. Organizations don’t change until individuals change.
3. Individuals have predictable concerns with change that can be surfaced and resolved.
4. If concerns aren’t addressed or if individuals are not involved in planning the change, energy is blocked or misdirected and the change may never be implemented.
5. Leadership at all levels of the organization is required for change to be successfully implemented.
6. Expanding involvement and influence throughout the change process increases buy-in and commitment.
7. All change efforts should build change leadership capability. You build this capability by the strategies you use to implement change.
Employees Have Predictable and Sequential Concerns during Change

Six Stages of Concern
1. Information Concerns
2. Personal Concerns
3. Implementation Concerns
4. Impact Concerns
5. Collaboration Concerns
6. Refinement Concerns

If a leader is able to diagnose stages of concern, then the leader can respond by communicating the right information at the right time to lower and resolve these concerns.
Information Concerns

- What is the change?
- Why is it needed?
- What is wrong with the way things are now?
- How much and how fast does the organization need to change?
Personal Concerns

• How will the change impact me personally?
• What’s in it for me (WIIFM)?
• Will I win or lose?
• Will I look good?
• How will I find the time to implement this change?
• Will I have to learn new skills? Can I do it?
Implementation Concerns

• What do I need to do first? Second? Third?
• How do I manage all the details?
• What happens if it doesn’t work out as planned? Where do I go for help?
• How long will this take?
• Is what we are experiencing typical?
• How will the organization’s structure and systems change?
Impact Concerns

- Is the effort worth it?
- Is the change making a difference? How?
- Are we making progress? Are things getting better? How?
Collaboration Concerns

• Who else should be involved?

• How can we work with others to get them involved in what we are doing?

• How do we spread the word?
Refinement Concerns

• How can we make the change even better?
• Can we improve upon our original idea?
The Stages of Concern Model

What happens when you don’t respond to Information, Personal, and Implementation Concerns?

What increases?

What decreases?
Why Do Change Efforts Fail?

Does the Concerns Model help explain why change efforts fail/get derailed?

a. To some extent
b. To a large extent
c. To a very large extent
Why Does Resistance Increase?

a. People leading the change think that announcing the change is the same as implementing it.
b. People’s concerns with change are not surfaced and/or addressed.
c. Those being asked to change are not involved with planning the change.
d. There is no urgent or compelling reason to change. The business case is not communicated.
e. A compelling vision that excites people about the future has not been developed and/or communicated.
f. The change leadership team doesn’t include early adopters, resisters, or informal leaders.
g. The change isn’t piloted so the organization doesn’t learn what’s needed to support the change.
h. Organizational systems and other initiatives aren’t aligned with the change.
i. Leaders lose focus and/or fail to prioritize, causing “death by a thousand initiatives.”
j. People are not enabled and/or encouraged to build new skills.
k. Those leading the change aren’t credible—they under communicate, give mixed messages, and do not model the behaviors the change requires.
l. Progress is not measured and no one recognizes the changes that people have worked hard to make.
m. People are not held accountable for implementing the change.
n. People are leading the change fail to respect the power of the culture to kill the change.
o. Possibilities and options are not explored before deciding on a specific change.
Why Change Efforts Fail

People who are left out of change have a way of reminding us that they are really important.

Robert Lee
Expand Influence & Involvement to Reduce Resistance to Change

**Top-Down, Minimal Involvement, Fast Start, Slower Achievement of Results, and Less Change Leadership Capability Developed**

- Change proposed
- Leader-defined final vision communicated
- Leader-defined final solution and implem. plan communicated
- Training provided
- Pain, lack of action, consultants brought in to figure out why the change isn’t working
- Some buy into the change
- Some people begin behaving differently
- Minimal results

**Collaborative Effort with High Involvement, Slower Start, Faster Achievement of Results, and Development of Increased Change Capability**

- Change proposed & discussed
- Draft business case/vision communicated by leader
- Lots of people involved in refining the vision, developing the solution, planning the implem., and developing training to build buy in and ownership along the way
- People begin behaving differently
- Training provided
- Early results visible
- Change becoming “sticky”
- Lasting results
Change is Successfully Implemented When…

People have an opportunity to express their concerns and influence how the change is implemented.
Expand Involvement & Influence

STAGES OF CONCERN

STAGES OF CONCERN

Expand Involvement & Influence

Buy-in

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The Leading Change Model
The Leading Change Model

(STAGES OF CONCERN)

REFINEMENT
COLLABORATION
IMPACT
IMPLEMENTATION
PERSONAL
INFORMATION

EXECUTE & ENDORSE
Accountability & Early Results

ENABLE & ENCOURAGE
New Skills & Commitment

EXPAND INVOLVEMENT & INFLUENCE
Buy-In

ENVISION THE FUTURE
Inspiring Vision

EXPLORE POSSIBILITIES OPTIONS

REACH & SUSTAINABLE RESULTS

EXPAND INVOLVEMENT & INFLUENCE

EXPENSE TO ENSURE ALIGNMENT
Collaborative Effort & Infrastructure

(INSPRING)

HIGH

SUPPORTIVE BEHAVIOR

LOW

FOCUSING

(HIGH)
In Closing

What are some high-involvement strategies for Explaining the Business Case?

For Experimenting to Ensure Collaborative Effort and the Right Infrastructure?
Poll Question

a. Please have someone contact me about leading change
b. Please send me a copy of today’s presentation
c. Please sign me up for Blanchard’s free Ignite! newsletter
d. Please let me know about other free Blanchard online events
e. All of the above
Questions & Answers

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To Learn More

• More information about leading change is available in Chapters 10 and 11 of the new book, Leading at a Higher Level
  www.leadingatahigherlevel.com

• For more information about how to bring these concepts to life in your organization, please visit The Ken Blanchard Companies at: www.kenblanchard.com