



Welcome to Leading Change!

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Simple Truths
Desired Results

Challenges to Leading Change

Simple Truths
Desired Results



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

Simple Truths
Desired Results

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.*

Simple Truths
Desired Results

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?

Simple Truths
Desired Results

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?

Simple Truths
Desired Results

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?

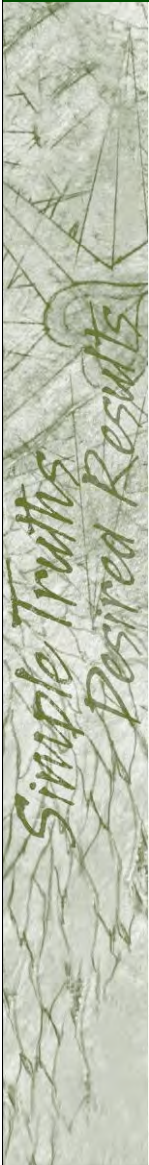


The Stages of Concern Model

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

*Simple Truths
Desired Results*

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

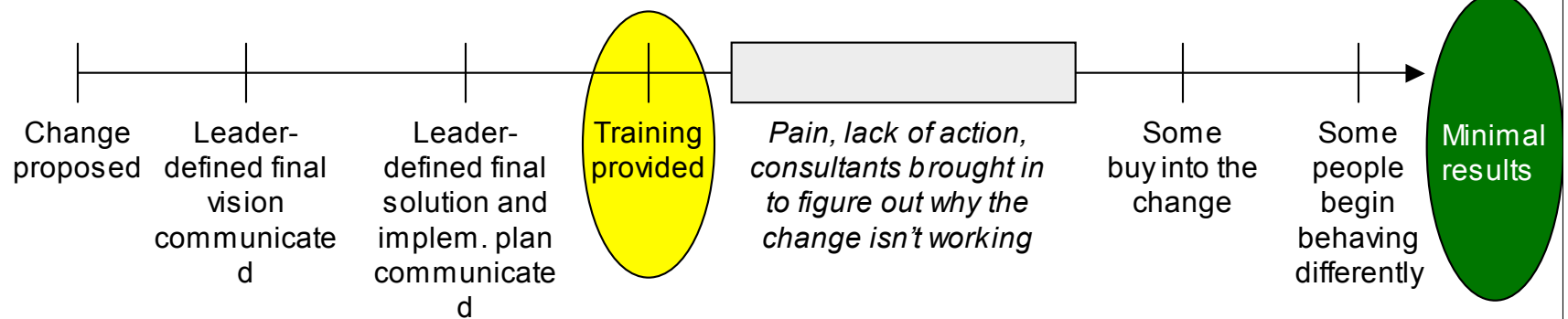
People who are left out of change have a way of reminding us that they are really important.

Robert Lee

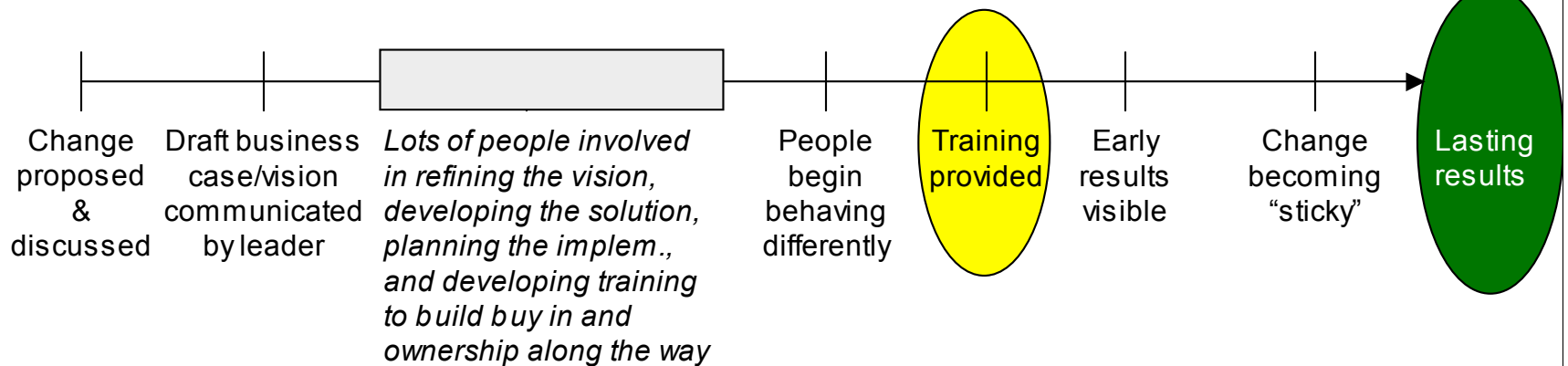


Expand Influence & Involvement to Reduce Resistance to Change

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



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



Simple Truths & Desired Results

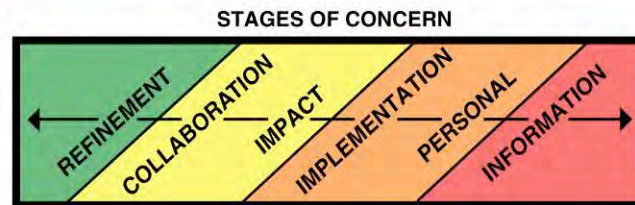
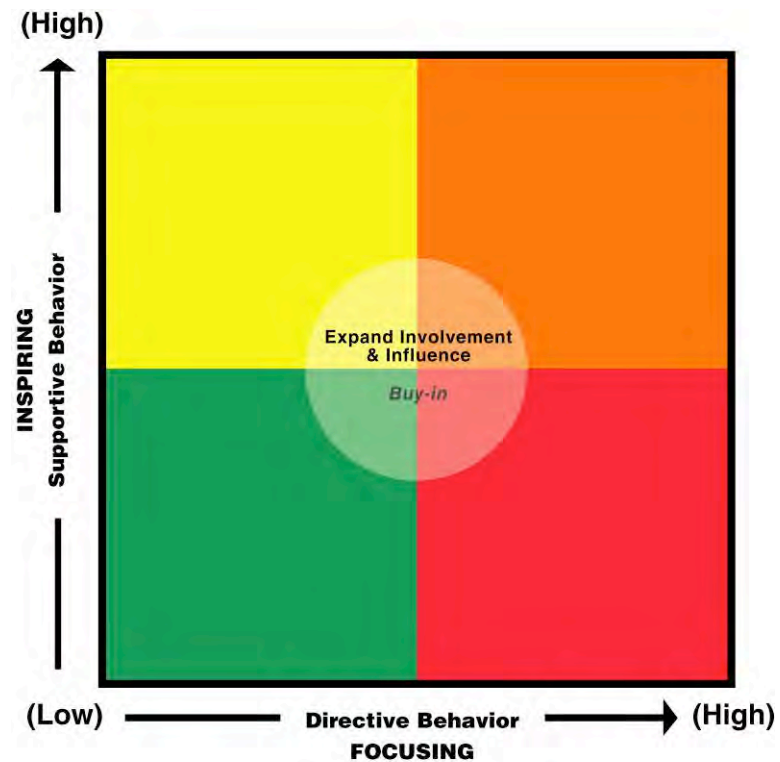
Change is Successfully Implemented When...

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



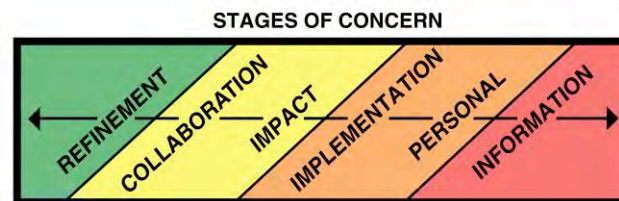
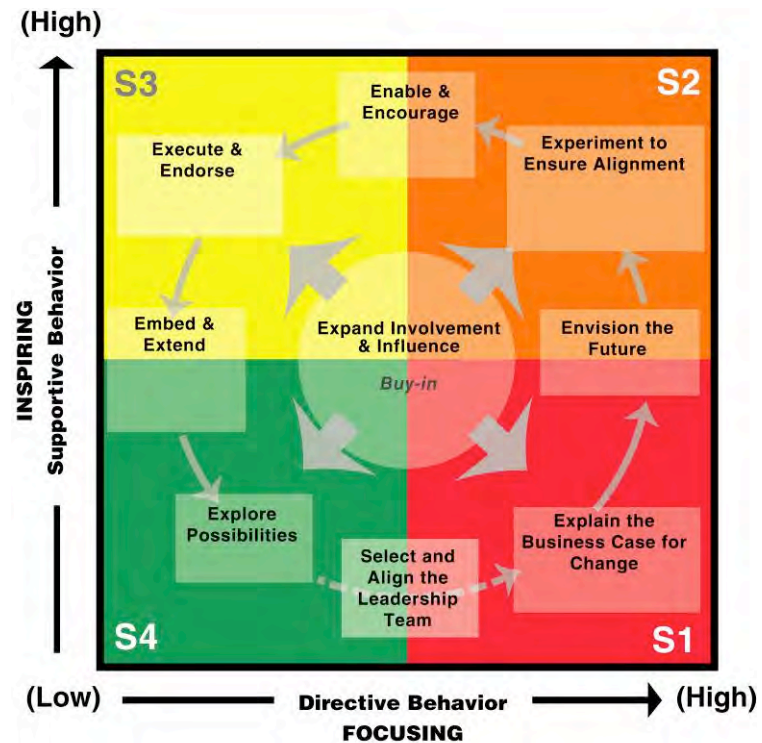
Expand Involvement & Influence

Simple Truths
Desired Results



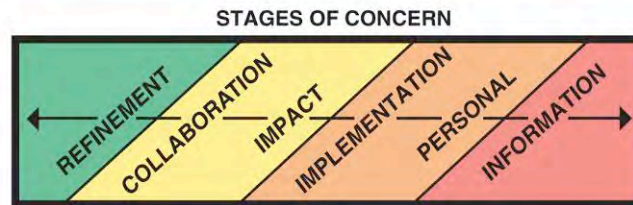
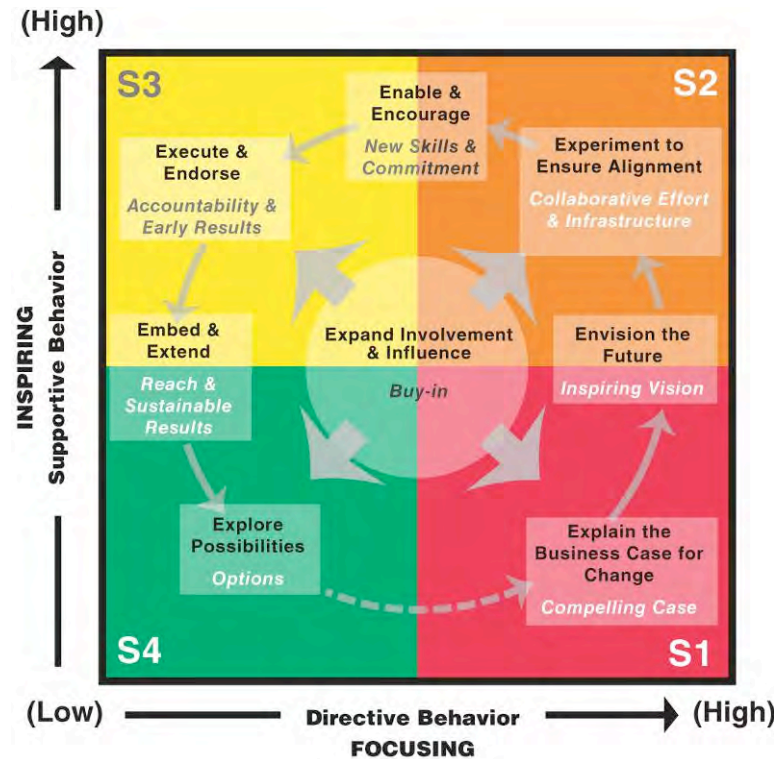
The Leading Change Model

Simple Truths
Desired Results



The Leading Change Model

Simple Truths
Desired Results



In Closing

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

*For Experimenting to Ensure
Collaborative Effort and the Right
Infrastructure?*

*Simple Truths
Desired Results*

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



Dr. Pat Zigarmi

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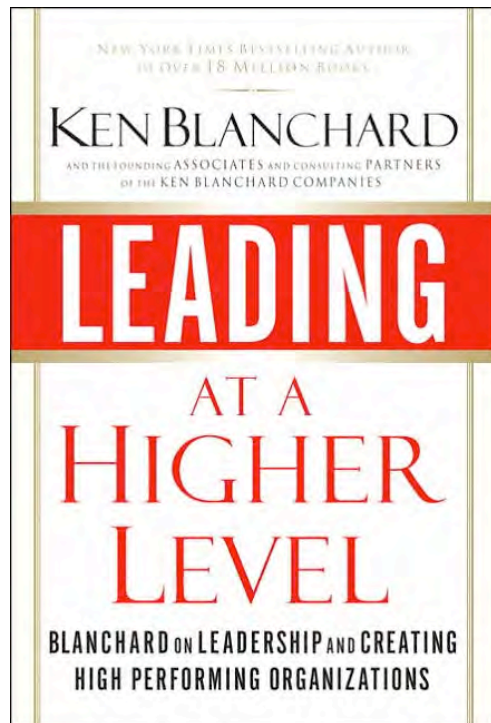


David Witt

Marketing Manager
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Simple Truths
Desired Results

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