



**TUV TRAINING**

**(Change Management)**

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  - Motivating Change
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- Elements of Change Enablement

# Rate of Change

*“When the rate of change outside exceeds the rate of change inside, the end is in sight”*

Jack Welch

# Forces for Change...

"Knowledge economy"



Virtual organizations



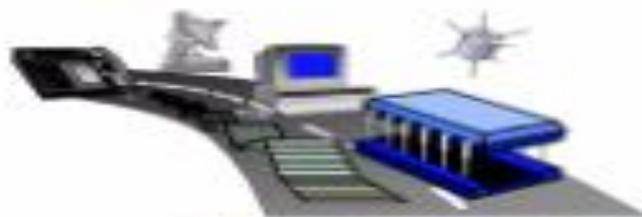
Mergers & acquisitions



Electronic commerce



Digital convergence



*"Information Superhighway"*

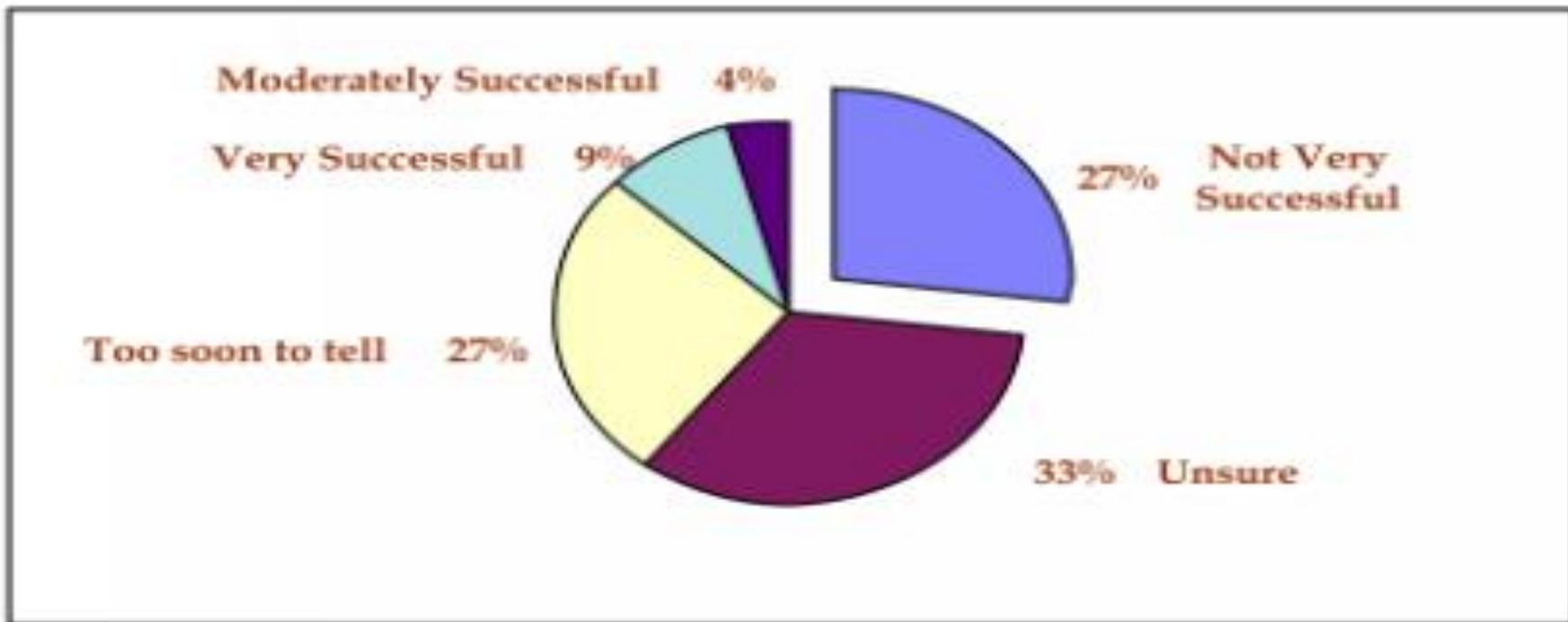
Privatizations



... are transforming the world of business

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# Rate of Success in Change Efforts



## Two Sides of Change



Technical Side of Change



Human Side of Change

## **Principles of Change**

- 1. Change is a process that can be enabled, not managed**
- 2. The change process must be linked to business and performance goals**
- 3. Building capacity to change is a strategic imperative**
- 4. Building capacity for change is an evolutionary process**

## Principles of Change

- 5. Effective change processes require a systemic view of the organization
- 6. The change process involves both organizational and personal transitions
- 7. Behavioral change is a function of perceived need and occurs at the emotional, not the intellectual level

## Five Activities Contributing to Effective Change Management



## 1. Motivating Change

Motivating change  
and creating  
readiness for  
change

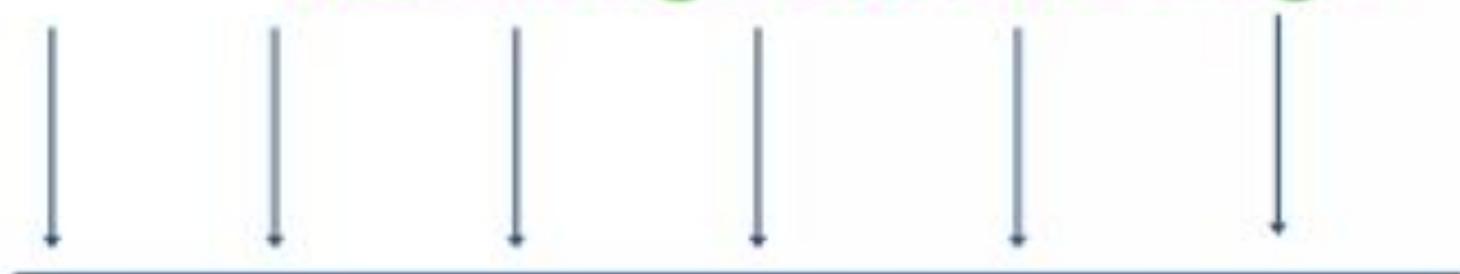
Sensitize  
organizations to  
pressure for  
change

Reveal  
discrepancies  
between current  
and desired states

Convey credible  
positive  
expectations for  
the change

## Force Field Analysis Model

**Restraining Forces for Change**



Current  
Situation

**Driving Forces for Change**



## Force Field Analysis Model

Strengthening  
or adding  
driving forces

Removing or  
reducing  
restraining  
forces

Changing the  
direction of  
some of the  
forces



## Group Exercise

- Take this opportunity to think of a situation in your organization where Force Field Model could be demonstrated. Begin by identifying a change being instituted in your organization.

- List the driving forces

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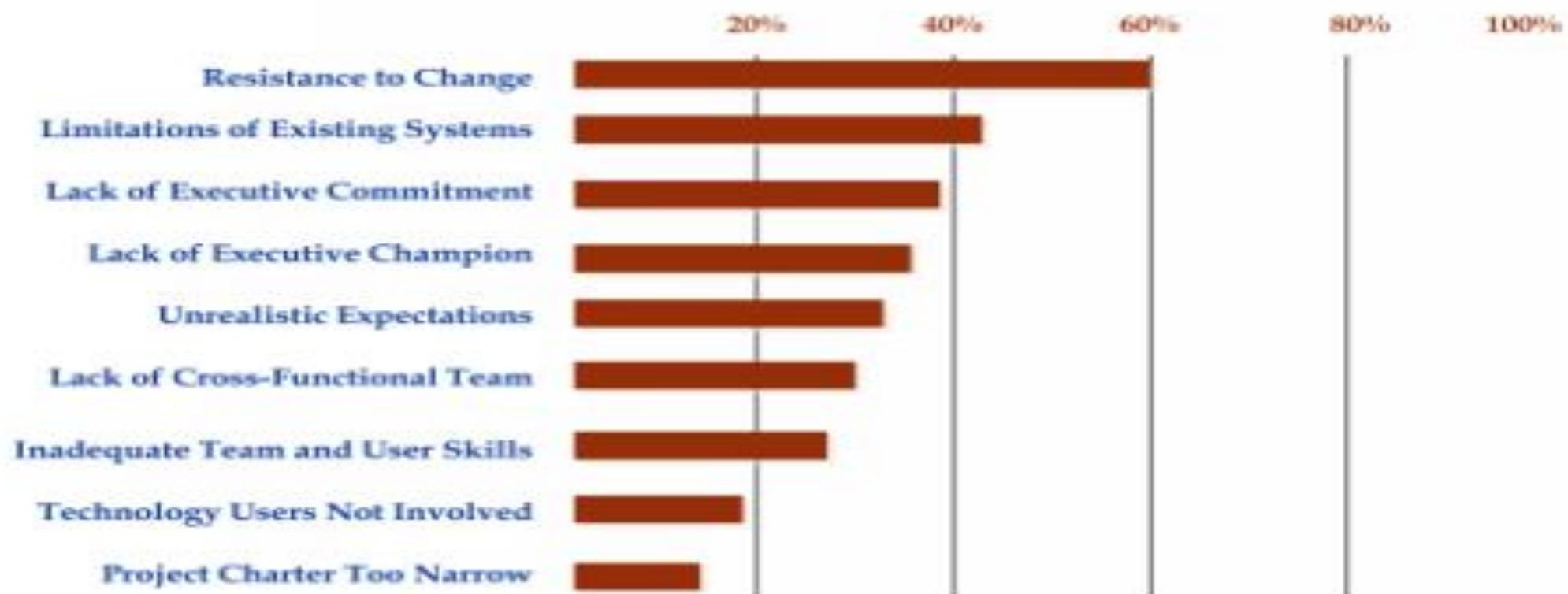
- List the restraining forces

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## Barriers to Change



Source: Information Week, June 20, 1994

## Individual Resistance

Habit

Economic  
Factors

Job Security

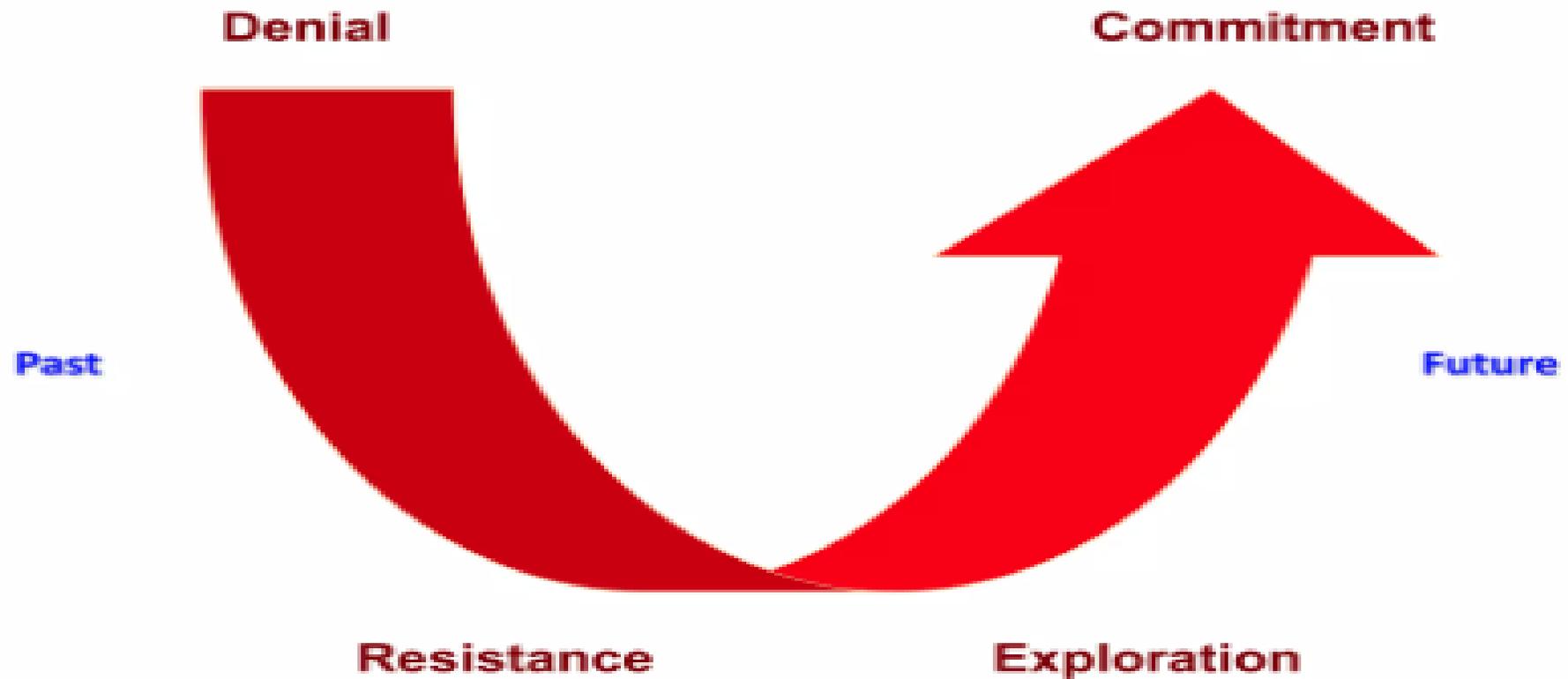
Fear of the  
Unknown

Selective  
Information  
Processing

**Individual  
Resistance**

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graph LR; A[Habit] --- B[Economic Factors]; B --- C[Job Security]; C --- D[Fear of the Unknown]; D --- E[Selective Information Processing]; A --- F[Individual Resistance]; B --- F; C --- F; D --- F; E --- F;
```

## Four Phases of Transition



## Some of the Signs in Each Phase

### Denial

- “How good things were in the past”
- “It can’t happen here”
- Numbness
- Everything-as-usual attitude
- Refusing to hear new information

### Resistance

- Anger
- Loss and hurt
- Stubbornness
- Blaming others
- Complaining
- Getting sick
- Doubting your ability

## Some of the Signs in Each Phase

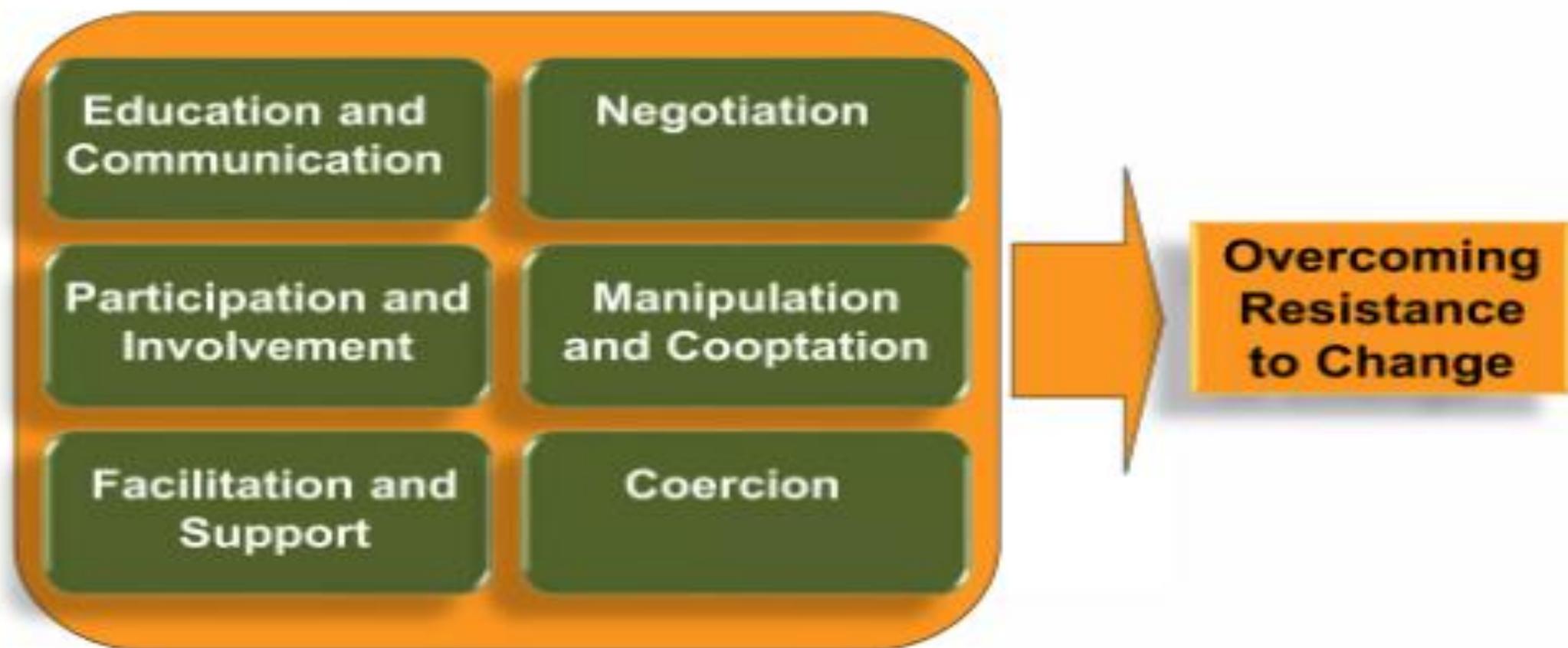
### Exploration

- "What's going to happen to me?"
- Seeing possibilities
- Chaos
- Indecisiveness
- Unfocused work
- Energy
- Clarifying goals
- Seeing resources
- Exploring alternatives

### Commitment

- "Where I am headed"
- Focus
- Teamwork
- Vision
- Cooperation
- Balance

## Overcoming Resistance to Change



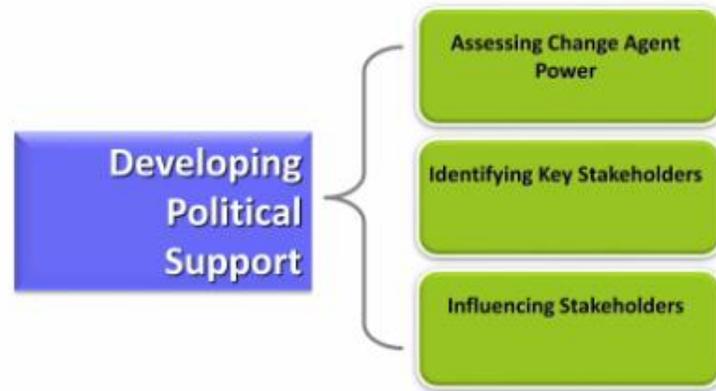
## 2. Creating Vision of Change

**Constructing the  
Envisioned Future**

**Bold and  
Valued  
Outcomes**

**Desired  
Future  
State**

### 3. Developing Political Support



## Roles in Organizational Change

**Change  
Sponsor**

These are individuals or groups with the power to determine that a change will occur

**Change  
Agents**

These are individuals or groups responsible for seeing that a previously determined change occurs

**Change  
Target**

These are individuals or groups who are asked to change something (knowledge, skills, or behavior) as a result of the change

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## Influencing Key Stakeholders

**A set of questions designed to profile an individual stakeholder:**

### Power

- What is their source of power ?
- What they can control: money, time, resources, people, information ?
- Who they can influence: friends, admirers, those who feel obligation ?

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### What is their style of using power?

- Reluctant and occasional
  - Make response to threats
  - Assertive and direct
  - Deception and subtlety
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## Influencing Key Stakeholders

### Effect of Change

How does the change really affect them?

- Changes their power ?
- Affects other needs ?
- Affects goals, objectives and interests ?

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What is their likely response to the change?

- Opposition, uncertainty or support ?
- Action now or 'wait and see' ?
- Open action or hidden action ?
- Individual action or acting with others ?

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## Influencing Key Stakeholders

### Influencing Key Stakeholders

What would make them more supportive of the change?

- Information / understanding ?
- Involvement and ownership ?
- Changes in planned actions?
- Direction from more senior managers ?
- Evidence of the success of the change ?

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What would make them less supportive of the change?

- Personal threat ?
  - Non-involvement in decisions ?
  - Personal rivalries ?
  - Insufficient evidence in 'trial period' (defined by them) ?
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