



**TUV TRAINING**

**(Change Management)**

# Contents

- Forces for Change
- Principles of Change
- Five Activities Contributing to Effective Change Management
  - Motivating Change
  - Creating Vision of Change
  - Developing Political Support
  - Managing the Transition
  - Sustaining Momentum
- 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



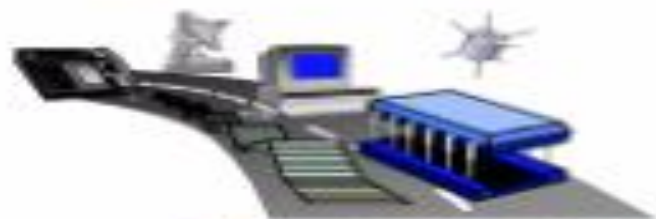
Mergers & acquisitions



Electronic commerce



Digital convergence



*"Information Superhighway"*

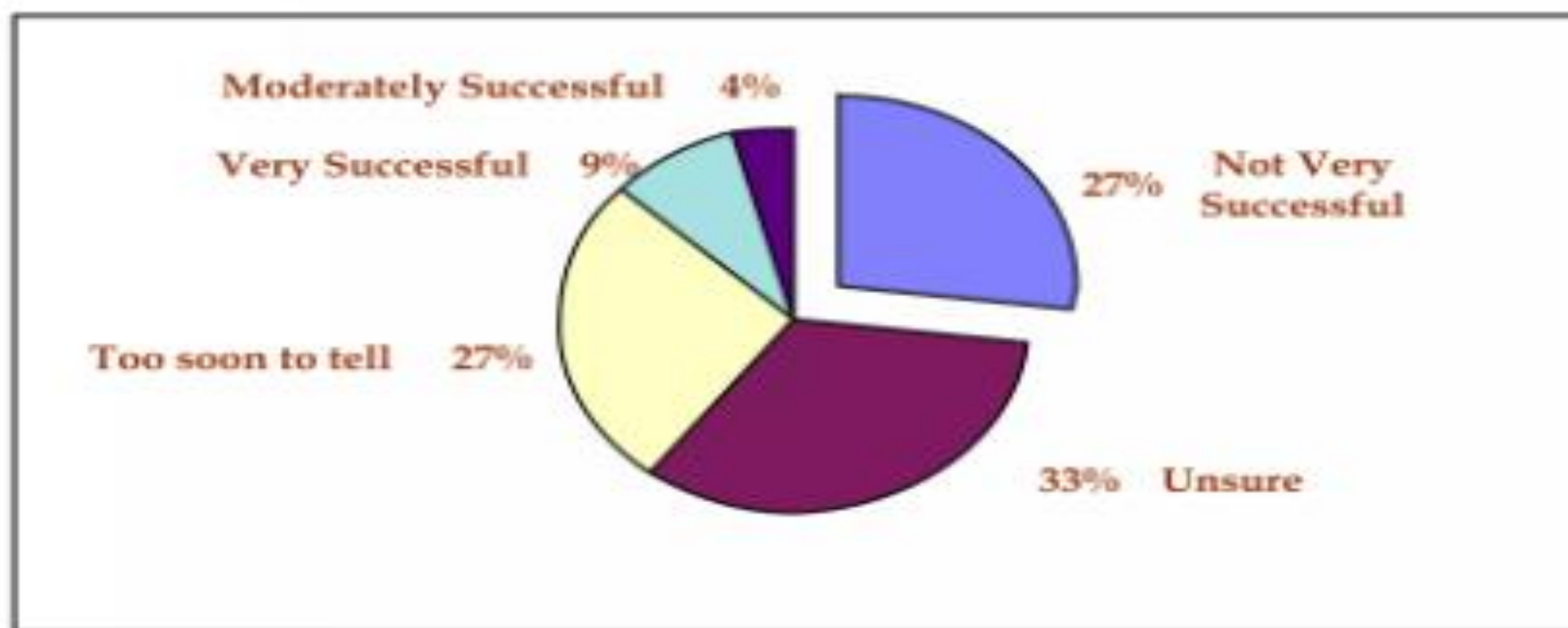
Privatizations



... are transforming the world of business

---

## 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

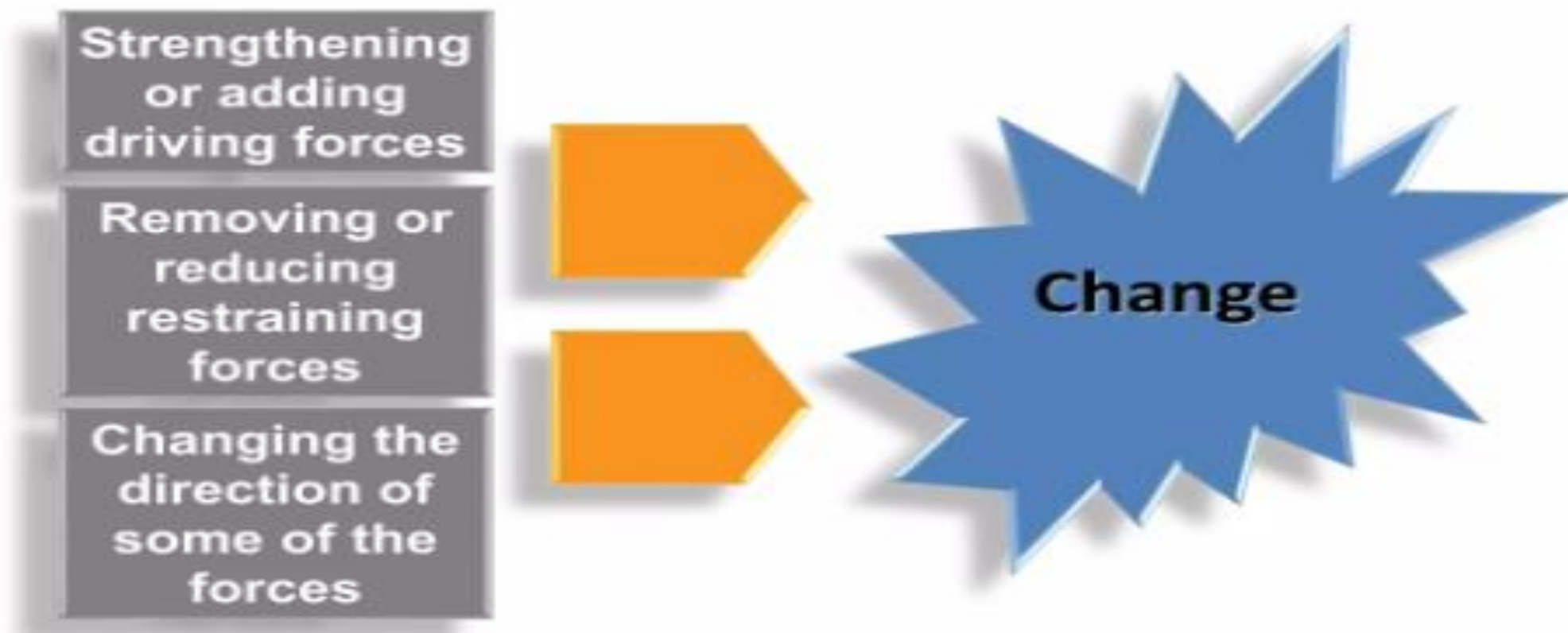
Reveal  
discrepancies  
between current  
and desired states

Convey credible  
positive  
expectations for  
the change

## Force Field Analysis Model



## Force Field Analysis Model



## 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

---

---

---

- List the restraining forces

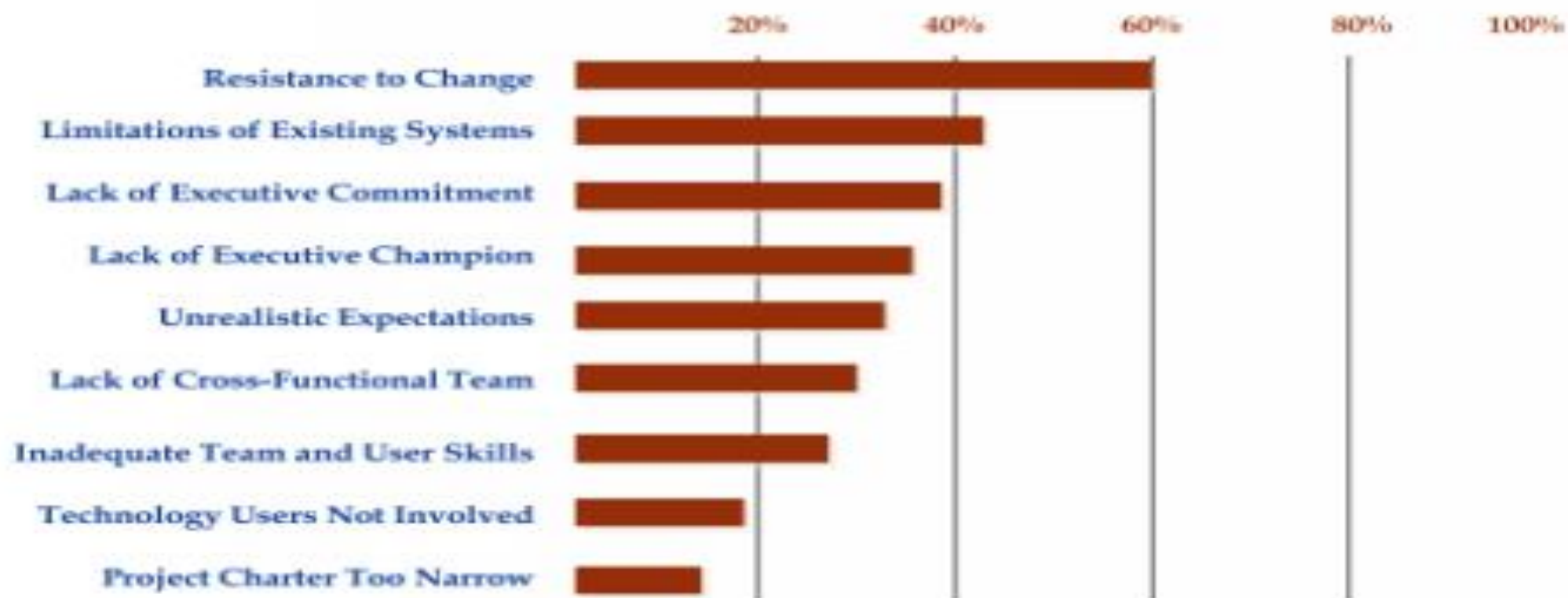
---

---

---

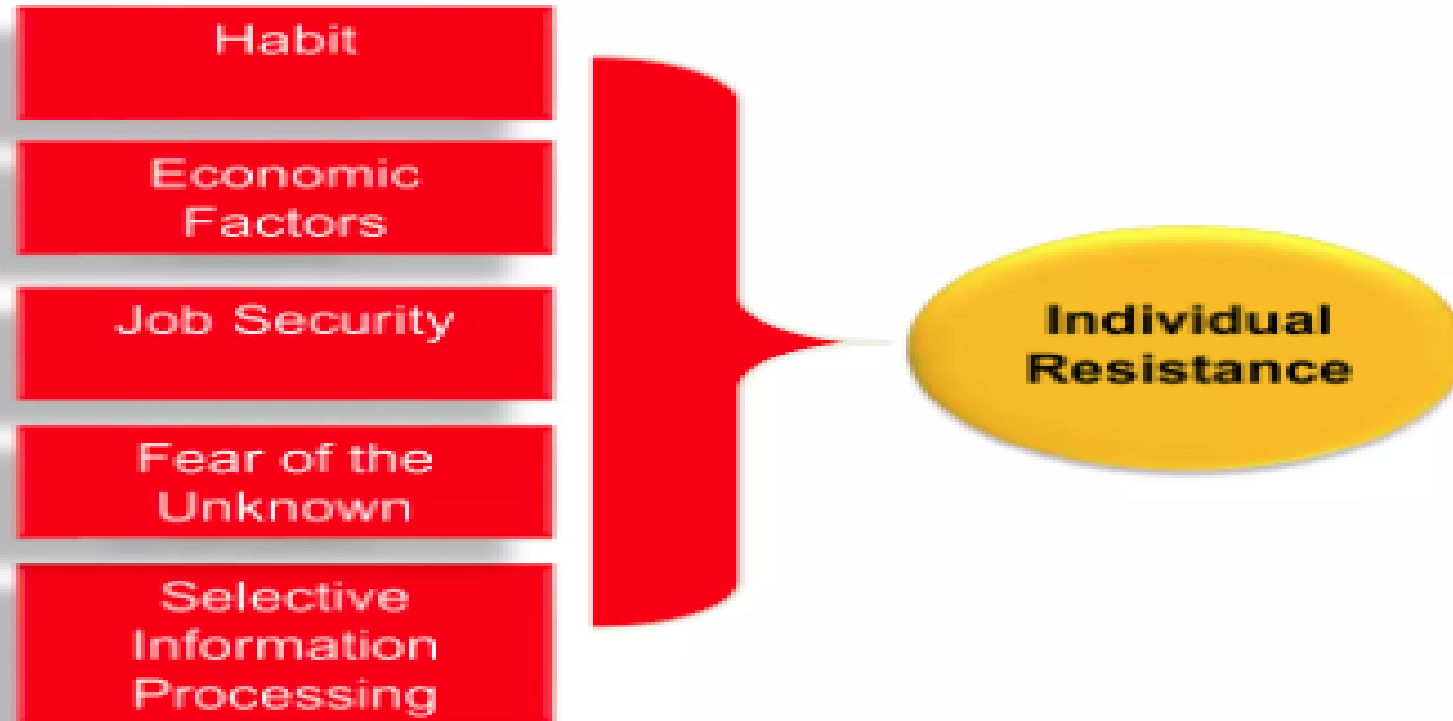


## Barriers to Change

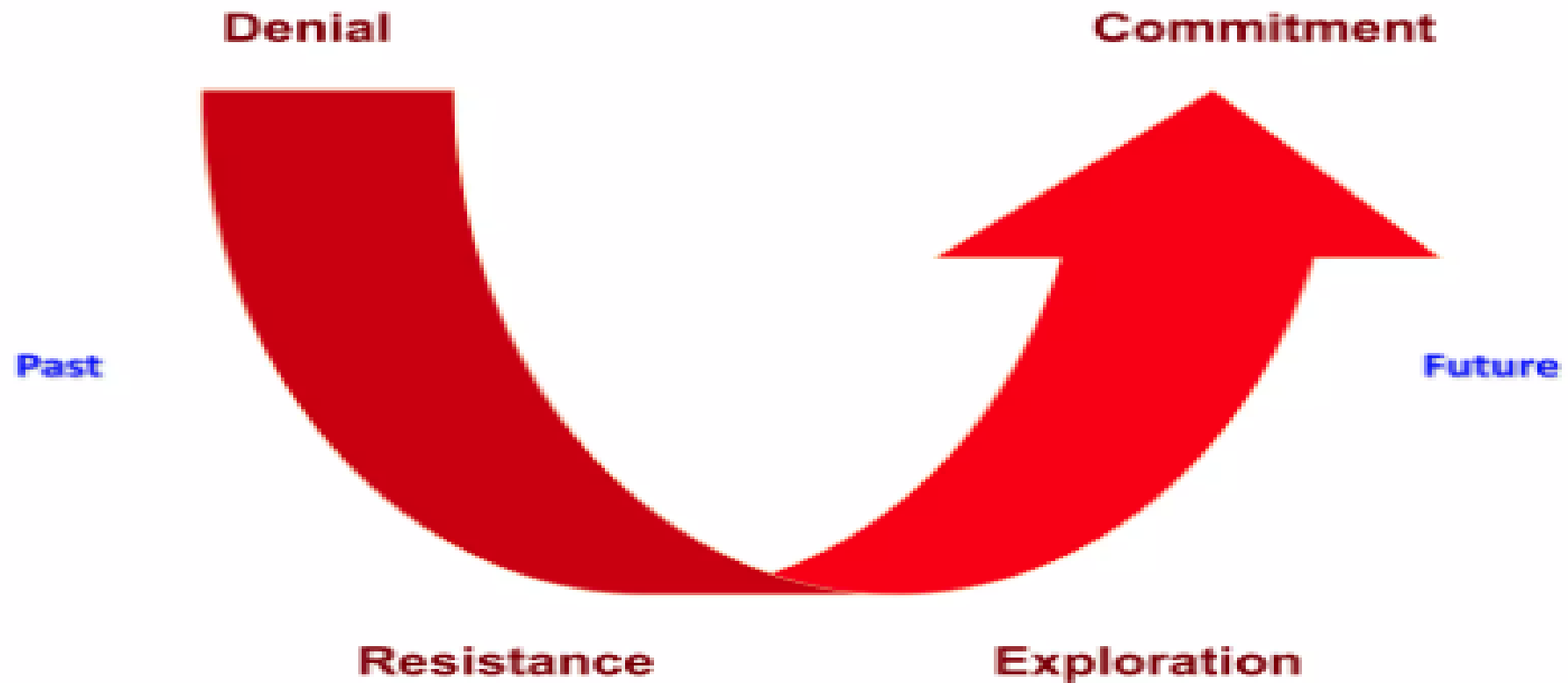


Source: Information Week, June 20, 1994

## Individual Resistance



## 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

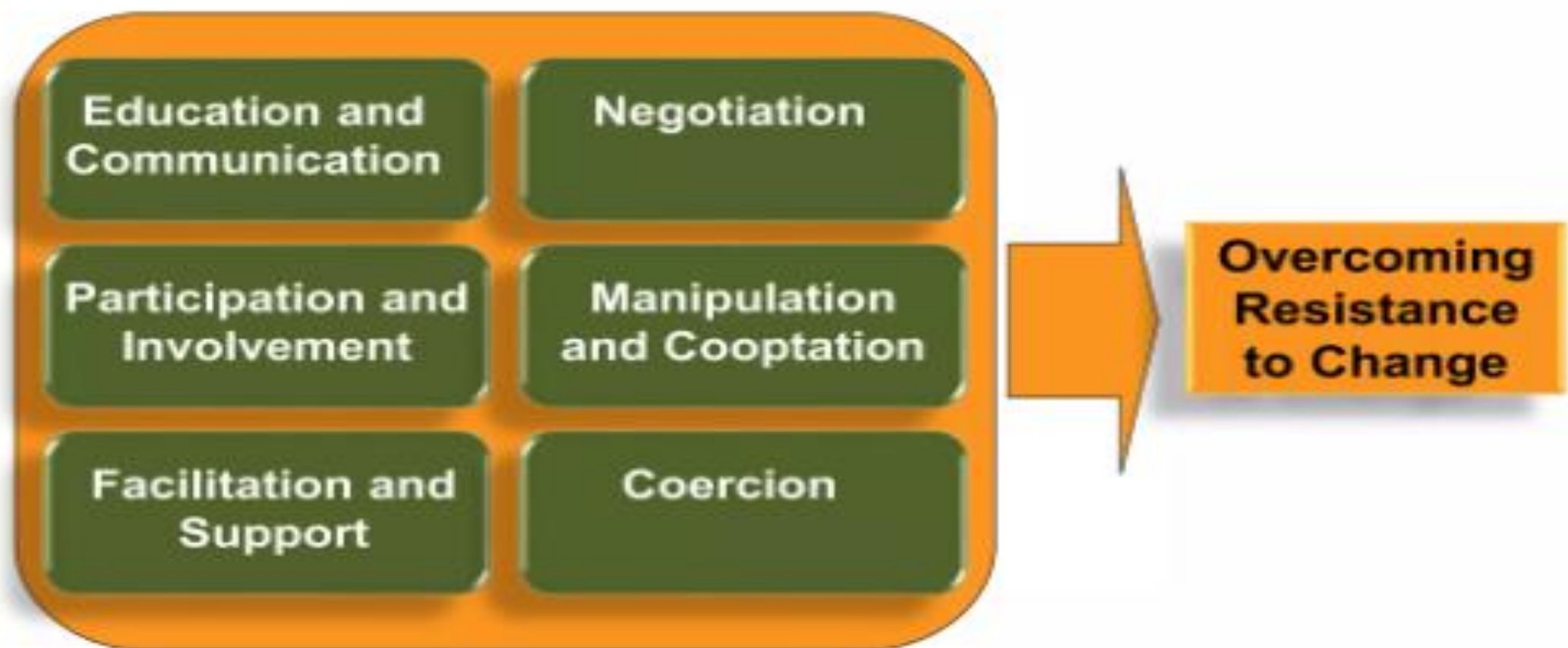
- "What's going to happen to me?"
- Seeing possibilities
- Chaos
- Indecisiveness
- Unfocused work
- Energy
- Clarifying goals
- Seeing resources
- Exploring alternatives

### Commitment

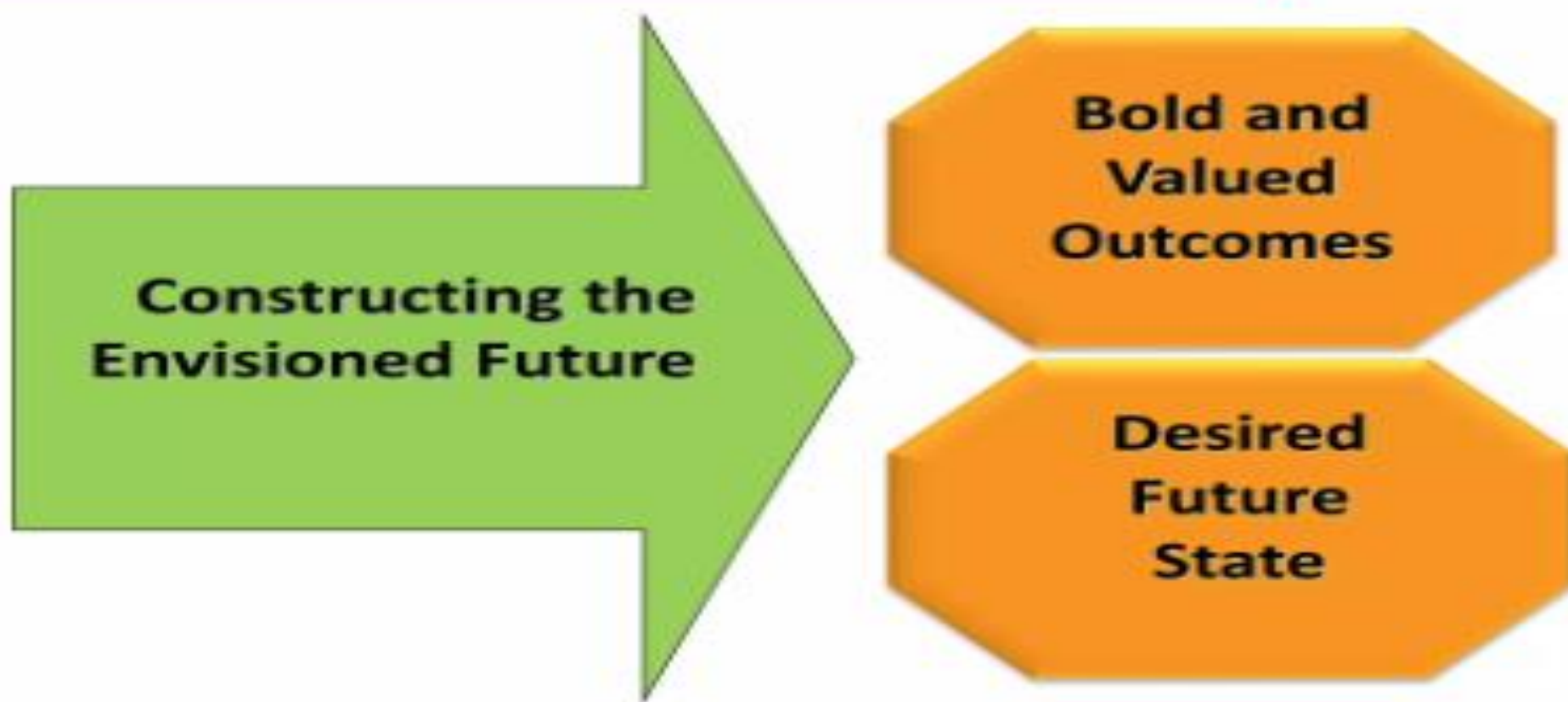
- "Where I am headed"
- Focus
- Teamwork
- Vision
- Cooperation
- Balance



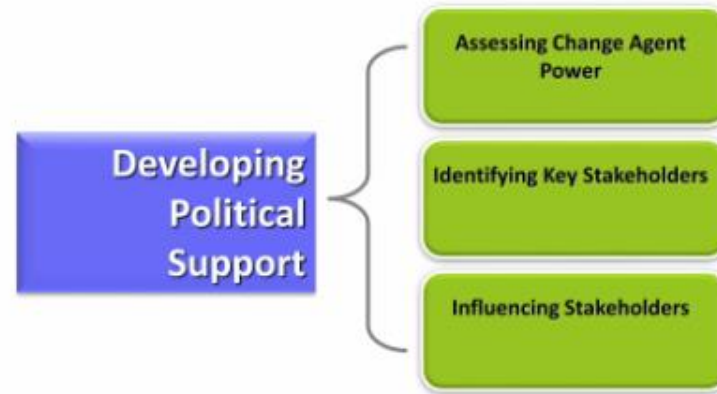
## Overcoming Resistance to Change



## 2. Creating Vision of Change



### 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

---

## 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 ?

### What is their style of using power?

- Reluctant and occasional
  - Make response to threats
  - Assertive and direct
  - Deception and subtlety
-



---

## Influencing Key Stakeholders

### Effect of Change

How does the change  
really affect them?

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

---

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 ?

---

## 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 ?

---

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) ?
-