

## Conditions for a Successful Change Initiative

1. Active & visible executive sponsorship that sets a clear & compelling case for change and demonstrates commitment to change via words and actions;
2. Leadership that clearly communicates what's in it for me (WIIFM) and project expectations to customers and staff, manages resistance to change; and enforces positive and negative consequences for desired change behaviors;
3. Structured approach to manage the change and a concrete implementation plan;
4. Frequent, 2-way communications;
5. Dedicated resources and assurance that the skills, knowledge and tools are in place for the change; and
6. Employees who participate in the change.

## Reasons a Change Initiative will Fail

1. Executive level sponsorship is ineffective
  - a. Inactive or invisible
  - b. Wrong level (not high enough)
  - c. Poor alignment
  - d. Wavering commitment
  - e. Competing objectives
  - f. Gated – no access
  - g. Doesn't manage resistance
  - h. Doesn't understand their role
  - i. Poor continuity
  - j. Does not hold people accountable
2. Resistance is not managed
  - a. WIIFM is not clearly defined
  - b. Tenured employees don't support change
  - c. Loss of control (work flows, processes)
  - d. Fear of future state and job security
  - e. Resistant culture
  - f. Change saturation (competing with other changes)
  - g. Too comfortable with current state
  - h. Employees have no input to the change process
3. Middle management doesn't "buy in"
  - a. Conflict with their current operations
  - b. Negative impact on their processes and people
4. Nobody is dedicated to managing the change

# Leading and Managing Change

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- a. Lack of planning (reactive state)
- b. Subject matter expertise in change
- c. Invited late in the game
- d. Budget and time not allocated
- e. Doesn't show up in the project plan (strategic plan)

## Identifying Resistance

1. Lack of participation
2. Open emotions
3. Lack of attendance
4. Revert to old ways
5. Decrease in productivity
6. Unwillingness to sponsor change
7. Reluctance to provide resources and information
8. Arguing about the accuracy, expertise, or integrity of what you are saying
9. Interrupting you in a defensive manner when you are speaking
10. Denying the problem exists – unwilling to accept responsibility, cooperate or take advice
11. Ignoring and not following your advice/requests

## Managing Resistance

20% will be resistant, 60% will be open to change, 20% will help navigate change – Goal is to keep the 60% from sliding into resistance!

1. Ask direct questions
2. Elicit expectations
3. Probe for concerns
4. State what you need
5. Manage mixed messages (do not jump to conclusions)
6. Balance participation
7. Be willing to postpone and re-plan if necessary
8. Get agreement to move ahead
9. Set expectations about shared responsibility
10. Get commitment for: involvement, education, communications, and leadership follow-up efforts