



LEADING THE CHARGE

54th Annual Human Resources Conference & Expo

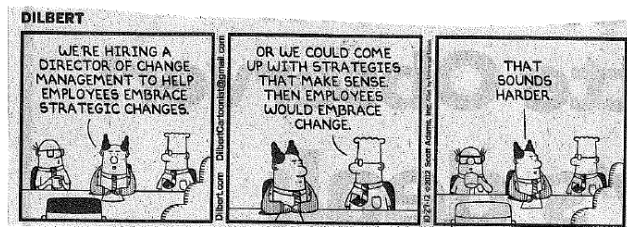


# Embracing & Leading Change

Hope Zoeller, EDD



## Dilbert: Truth Speaker...



How does your organization embrace and lead change?

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## Change Management Failure

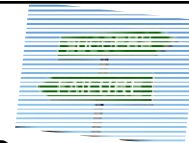


- In **55%** of change management initiatives, the organization felt that the original change objectives had been met.
- Only **25%** of change management initiatives were judged to have sustained their original objectives over the longer term.
- While **87%** of organizations undertook training of managers in change management practices, only **22%** of those of managers felt the training had been effective.
- **68%** of senior managers said they understood the reasons for the change, yet only **53%** of middle managers said the same, and **40%** of team managers/supervisors understood the reasons for change.

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## Why Organizational Change Fails



1. Misstarts
2. Making change an option
3. A focus only on process
4. A focus only on results
5. Not involving those expected to implement the change
6. Delegated to "outsiders"
7. No change in reward system
8. Leadership doesn't walk the talk
9. Poor training and communication
10. No follow-through

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## Myths About Change



- This will go away.
- It will help if I get upset about this.
- I can just keep doing my job as I have been.
- All these problems prove that change is bad for the organization.
- Leadership doesn't care about us.

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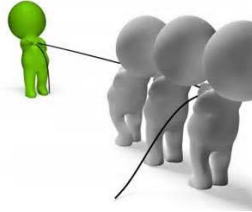
## Myths About Change



- I am not in a position to make a difference.
- Top management is responsible for making these changes work.
- They don't know what they are doing.
- The changes weren't really necessary.

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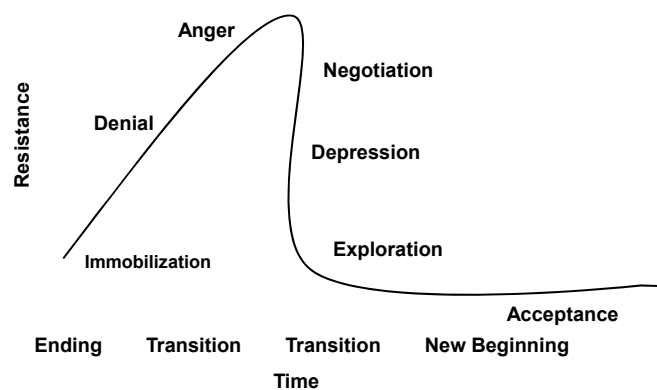




***We may not have a say in  
the change, but we have total  
control over how we will react  
to the change...  
to Resist or to Embrace***

## The Resistance Profile

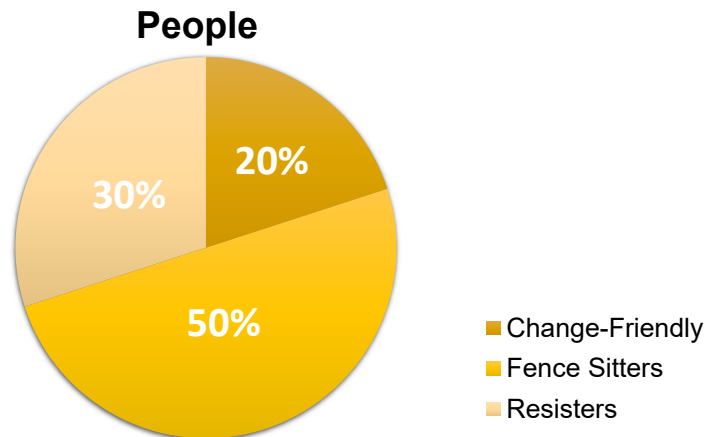
(Adapted from Elizabeth Kubler-Ross)



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## The “20-50-30 Rule”



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## Restraining Forces of Change

- *Uncertainty regarding change: “The Comfort Zone”*
- *Fear of the unknown*
- *Disruption of routine*
- *Loss of Benefits: “WII-FM”*
- *Threat to security or position power*
- *Redistribution of power*
- *Disturb existing social networks*
- *Conformity to norms and culture*
- *Driving forces and restraining forces act in tandem*



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## Driving Forces Toward Embracing Change



- Dissatisfaction with the Present Situation  
*-Pain of remaining the same outweighs the pain of change*
- External Pressures Toward Change
- Momentum Toward Change
- Motivation by Leadership!! 😊

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## Modeling the Change

*A leader is one who knows the way, goes the way, and shows the way.*

*-John C. Maxwell*

## Ways to model the change include:

- Map the change objectives to your daily responsibilities.
- Think before you act.
- Audit your past actions.
- Monitor and correct yourself.
- Enlist a shadow.
- Be alert to subtle cues from others about your behavior.



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## Communicating about the Change

*People trust those who consider their interest even in the face of potentially conflicting pressures.*

*-Robert Shaw*

## Ways to communicate about the change:



- Communicate with a variety of methods.
- Communicate with a wide audience.
- Share possible outcomes and their estimated likelihood.
- Use metaphors with care.
- Don't dictate the way people should feel.

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## Involving Others in the Change

*I don't care to be involved in the crash landing unless I can be involved in the takeoff.*

*-Harold Stassen*



## Ways to involve others in the change:

- Employ problem-finding.
- Fully consider others' ideas.
- Let others know what happened to their ideas.
- Practice empathic and non-defensive listening.
- Ask effective questions.
- Utilize technology to bridge physical distance.
- Organize a large group meeting.



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## Helping Others Break from the Past

*He who cannot change the very fabric of his thought will never be able to change reality, and will never, therefore, make any progress.*

*-Anwar Sadat*

## Ways to help others break from the past:

- Play the devil's advocate.
- Support innovation.
- Sponsor wild ideas.
- Demand continuous improvement.
- Stage a symbolic break with the past.



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## Creating a Supportive Learning Environment

*If you're not failing at some things, you're not risking enough.*

*-Gordon Wilson*

## Ways to create a supportive learning environment:

- Focus attention away from blame and toward problem correction.
- Admit what you don't know.
- Declare a practice zone.
- Support time for training.



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“Give me the strength to accept the things I cannot change, the courage to change the things I can, and the wisdom to know the difference.”

- Everything changes and ends.
- Things do not always go according to plan.
- Life is not always fair.
- Pain is a part of life.
- Changes aren't permanent, but change is!



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**Thank You!**



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**Ways to Model the Change:**

- Think before you act.
- Audit your past actions.
- Monitor and correct yourself.
- Enlist a shadow.
- Be alert to subtle cues from others about your behavior.

**Questions to Consider: How could you improve your ability to Model the Change?**

- Have you done something recently that was inconsistent with the change? What can you do to avoid that action in the future?
- What are some of the actions you could take to demonstrate the change to others?
- Whom might you ask for feedback about your behavior related to the change?

**Action Plan:**

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