CHANGE IS THE ONLY CONSTANT:
Preparing for and Managing Organizational Change

The Pew Fund Capacity Building Program: OMG Center for Collaborative Learning
- **Capacity**: the ability or power to do, experience, or understand something.

- **Change**: to make or become different.

**Workshop Presented By:**

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[www.capacityforchange.com](http://www.capacityforchange.com)
“It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change.”

~Charles Darwin, 1809
Change creates and offers windows for improvement (or decline). How an organization acts determines the path.
Managing change successfully is possible, and more often than not, it is in your control.
Exploring today:

- How capacity building can effect change
- Change interventions
- Being prepared for planned versus unplanned change
- Supporting people in times of change
UNDERSTANDING CHANGE
THREE STEPS

1. Unfreeze
2. Change
3. Refreeze
Planned or Unplanned
Slide from Charlie Rudd, based on Satir change model: www.solutionsiq.com
UNDERSTANDING ORGANIZATIONS
ORGANIZATION AS A SYSTEM

BATTERY PACK
The battery pack is the heart of the electric vehicle's power system. It contains the Lithium-ion cells that store the energy needed to power the vehicle. Each cell is controlled by its own processor, which monitors the charge and discharge rate of every cell.

SAFETY MONITORS
An accelerometer, smoke detector, and temperature sensor can detect a crash or other failures and shut the battery's door to prevent fire or explosion.

INVERTER
The inverter uses IGBT transistors to transform the DC power into AC power. It delivers almost 100 percent more power than the 950-kW discontinued E1.
All parts of the system must be integrated.

Take into consideration how decisions affect all parts of the system.

A high-functioning system continually exchanges feedback among its various parts to ensure they remain closely aligned and focused on achieving the goal of the system.
Organizational Goals

Leadership
Communications
Programs
Finance and Management
Administrative Support
WHY ORGANIZATIONS ARE NOT ALIGNED...

Philosophical Considerations
- Are we operating with the same definitions?
- Are different views of our work integrated?
- Are different disciplines and models aligned?

Operational Considerations
- Lack of systems approach – knowing and responding to what each part of the system needs and how it works together
- Understanding sub-systems
- Communicating across systems
## WHY ORGANIZATIONS ARE NOT ALIGNED...

### Philosophical Considerations

- Are we operating with the same definitions?
- How are our different views of our work integrated?
- How are different disciplines and models aligned?

### Operational Considerations

- Lack of systems approach and integration - knowing what each part of the system needs and how it works together
- Understanding sub-systems
- Communicating across systems

### Diagnosis if not aligned:

- What happened that caused the mis-alignment? (Or made you aware of it?)
- What intervention is needed to achieve alignment?
Alignment is the ideal state to achieve optimal individual, team, and organizational performance.

Aligned organizations handle change well.
CHANGE INTERVENTIONS: ACHIEVING ALIGNMENT
CHANGE INTERVENTIONS

1. Management development
2. Organizational learning
3. Work systems
4. Organizational structure
5. Organizational culture
6. Strategic planning
Interventions

1. Management development
2. Organizational learning
3. Work systems
4. Organizational structure
5. Organizational culture
6. Strategic planning

- Leadership turnover
- Funding (changes in revenue, funder priorities)
- Technology
- Low morale/conflict
- Community needs and opportunities
- Crisis
- Performance gaps
- Lack of focus
- Mergers
Management Development

Management:
- Functions and styles
- Development of managers through training and coaching
- Goal setting and performance appraisals
- Team-building
- Conflict management
Promoting, rewarding, and capturing organizational learning:

- Creating continuous learning opportunities
- Promoting inquiry and dialogue
- Encouraging collaboration and team learning
- Establishing systems to capture and share learning
- Empowering people to have a collective vision
Technical processes:
- Reporting
- Technology
- Finance and administration
- Policies and procedures
How responsibility and authority are assigned:

- Must fit the organization’s environment, strategy, size, and focus
- Must support and encourage the desired organizational culture
- Includes individual job design
- Clear work flow processes
## ORGANIZATIONAL CULTURE

<table>
<thead>
<tr>
<th>Strategy</th>
<th>Structure</th>
<th>Human Processes</th>
<th>Technical Processes</th>
<th>Culture</th>
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WHAT IS ORGANIZATIONAL CULTURE?

“I don’t know how it started, either, but I would never come to work without my hat.”
Organizational Culture

- Shared Norms
- Practices

- Stories
- Symbols
- Power Structures
- Control Systems
- Rituals & Routines
- Organizational Structures

SHARED NORMS AND PRACTICES
A systematic process of envisioning a desired future, and translating this vision into broadly defined goals or objectives and a sequence of steps to achieve them.

Discovery | Design | Implementation
What happens when strategy and culture meet?
it’s the unexpected that changes our lives.
DISCUSSION QUESTIONS

1. What stands out as a priority for your organization?
2. What made you aware of the change that’s needed?
3. What are your plans (and do your colleagues have tips for you)?
MANAGING CHANGE
"Progress is impossible without change, and those who cannot change their minds cannot change anything."

- George Bernard Shaw
Differing Responses to Change

- Depends on a person’s perception of how change will affect them

- Driving Forces versus Resisting Forces
  - **Empower** Driving Forces
  - **Manage** Resisting Forces
Technology Adoption Life Cycle

2.5% Innovators

Early Adopters 13.5%

Early Majority 34%

Late Majority 34%

Laggards 16%

Crossing the Chasm, Geoffrey Moore
A RULE TO THRIVE BY

People first.
FOR CHANGE TO WORK – POSITIVELY

Phase 1: Identify the Change

Phase 2: Engage People in the Change

Phase 3: Implement the Change
FOR CHANGE TO WORK – POSITIVELY

Phase 1: Identify the Change

Phase 2: Engage People in the Change

Phase 3: Implement the Change
## PHASES OF CHANGE

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<th>ENGAGE</th>
<th>IMPLEMENT</th>
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<tbody>
<tr>
<td>• Name the change</td>
<td>• Re-align people to the change – create a compelling vision of the future state</td>
<td>• Using the input drawn from your team, execute on the change</td>
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<tr>
<td>• Get people’s attention</td>
<td>• Ask for input – how to do it</td>
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<td>• Explain the change process – what to expect</td>
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<td>• Acknowledge potential frustrations</td>
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<td>• Address organizational culture dynamics</td>
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SIX CHANGE MANAGEMENT TIPS FOR LEADERS
6: Don’t fear failure — encourage it.

I have not failed. I've just found 10,000 ways that won't work.

- Thomas Edison
5: Engage people in designing solutions.
4: Document the intended change and the process for getting there.
3. Script the change.
2: Set the tone with a guiding vision that is desirable, feasible, and sustainable.

*A leader takes people where they want to go. A great leader takes people where they don't want to go but ought to be.*

Rosalynn Carter
#1: communicate

kəˈmyʊnəˌkæt/
Verb

share or exchange information, news, or ideas.
synonyms: be in touch, be in contact, have dealings, interface, interact, commune, meet, liaise
INSTITUTIONALIZING CHANGE
JOHN KOTTER’S 8-STEP PROCESS

1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy for the specific change
4. Communicate the vision and plan
5. Empower employees for broad-based action
6. Generate short-term wins
7. Consolidate gains and produce more change
8. Anchor the change in the culture
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