

Leading the Implementation of Innovations

Class Session #3

Attention please!

Get into teams of 3 people

While waiting please use your time to plan your 3 year strategy and begin the simulation. You will play the full three years today later in class in teams of three persons.

If you don't finish in class, you'll continue after class or outside of class.

Stages of the Change Process

Stages of Change	What people say and what they want. . .
Information	Not concerned; don't understand what, why, or how; not yet interested; need information
Interest	Have info, but worried how it will affect me and if I can do it; Uncertain about benefits; need confidence
Preparation	Interested, but lack confidence; Learning how to use, afraid of mistakes; need pressure and support
Early Use	Learning how to use, afraid of mistakes; need to develop skills, need support /feedback
Routine Use	Comfortable with new practices; I need system support/coordination for the best result

Following the Change Process

Activity	Year I	Year II	Year III
Stages	Info, Interest, Preparation	Interest, Prep, Early Use	Prep, Early Use, Routine Use
Obstacles	Lack info, experience, interest, confidence, skills, knowledge	Lack interest, confidence, knowledge, skills;	Lack political support, resources, implementation dip
Activities	Give/Get Info; Create Interest; Train	Interest, Train, Implement Support	Support, Consolidate Anchor
Bennies	Very Low	Moderate but Increasing	High

The Journey of Change is Long



Pattern Recognition

- Look for key sequences or patterns of activities
- Social Info – Talk to Social Leaders 2 times
- Talk to Managers 2X – Demonstration – Workshop
- Workplace Implementation – Follow-up Help

Compare Kotter's Stages to the Change Sequence

Create Sense of Urgency

Rumors and Speculation

Uncertainty

Shock/Numbness

Create Guiding Coalition

Develop & Communicate Vision of Change

Empower Broad-based Action

Seek Solutions

Training

Practice

Create Short-term Wins

Coaching

Consolidate Gains

Pressure

Celebration

Support

Anchor Changes

Adjust Policy

Change

Implementation Dip



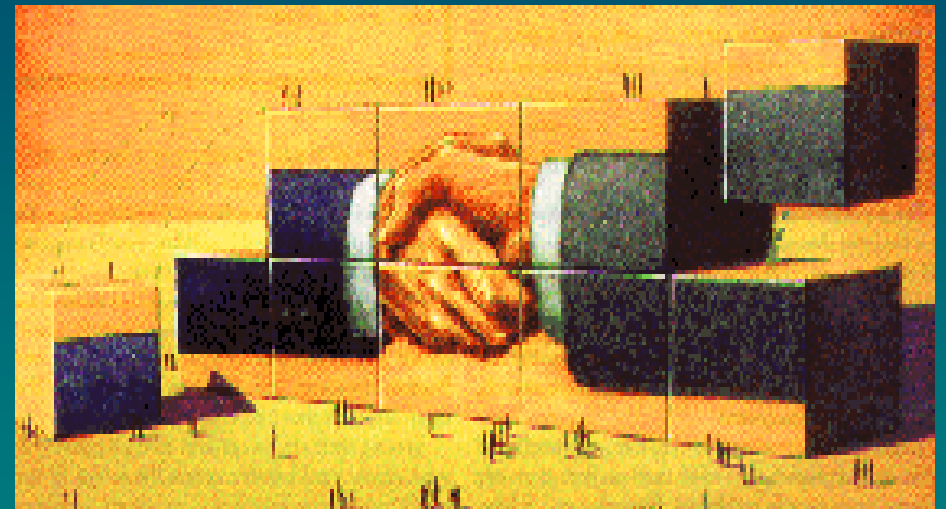
Leadership vs. Management

- Management keeps the organization running smoothly.
- Leadership defines what the future should look like, aligns people with the vision, and motivates them to make it possible.
- Both are necessary to create real change, but leadership is more critical in a period of rapid change.



Establishing a Sense of Urgency: Change Doesn't Come Easily

In an organization of 100 people, at least 25 must be willing to give extra time & effort. In an organization of 10,000 the same may be required of 1500.



Increase the Sense of Urgency

- Create a crisis.
- Eliminate obvious excess.
- Set such high productivity targets that they can't be reached in the usual ways
- Stop measuring dept. performance goals on narrow criteria.
- Send performance data to staff.
- Use comparative performance data.
- Insist that staff talk to dissatisfied customers, suppliers or departments
- Use consultants to force honest discussions
- Put info on problems into communications to staff
- Stop measuring goals on narrow criteria
- Provide info on new opportunities and rewards for the company

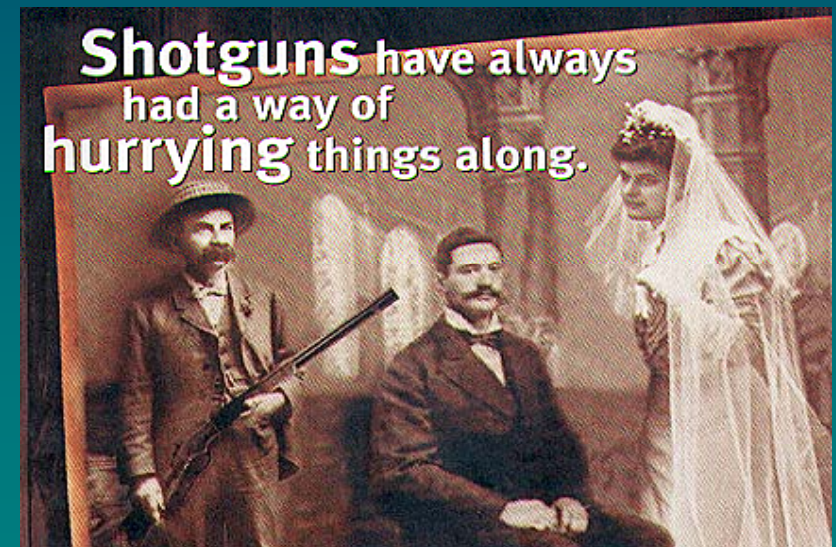
Adapt your strategy to meet people's needs.



To help something grow, you must first know what it wants to become.

Establishing a Sense of Urgency: Strategy Implications

- Establish early in the change process
- Occurs in the Info and Interest Stages
- Use Multiple Channels
- Talking To, Written Info, Presentation, Field Visit



“Shotgun Wedding”

Create the Guiding Team

- Find the Right People
 - Position power
 - Expertise
 - Credibility
 - Influence
 - Enthusiasm
- Create Trust
- Develop a Shared Vision



Create a Guiding Team: Strategy Implications

- Create early in the change process
- Occurs in the Info and Interest Stages
- Use combination of activities to gain support and broaden influence among leaders and managers
 - Talk to, Social Info, Group Activities



Get the Vision Right

- Ambitious enough to force people out of their routines
- Aim at offering better services at lower costs
- Take advantage of fundamental trends (e.g., global, technology)
- Does not exploit anyone; has “moral authority”



Communicate the Vision

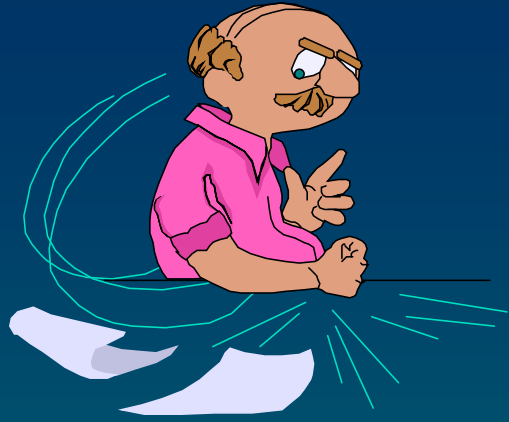
- Shared Vision develops through shared experience
- The vision may change as people pass through Info, Interest Stages, and Prep Stages
- Talk to, Written Info, Presentation, Demo, Field Visit



Empower People to Act

- Communicate a sensible vision to staff
- Make structures (e.g., decision-making) fit the vision
- Provide training for staff
- Align information and personnel systems to vision
- Confront supervisors who block change





Use
both pressure
and support
to make change
happen.

“You get more done with
a kind word and a gun,
than with a kind word
alone.”

Al Capone



The Role of Short Term Wins

- Make progress visible
- Reward change agents
- Fine-tune vision & strategy
- Reduce resistance
- Keep managerial support
- Build momentum



Create Short Term Wins: Strategy

- Start small and build step by step
- Use Coaching, Follow-up Help and Support Group after Implementation
- Use activities to make the change visible and show progress (e.g., BTF, TWC)



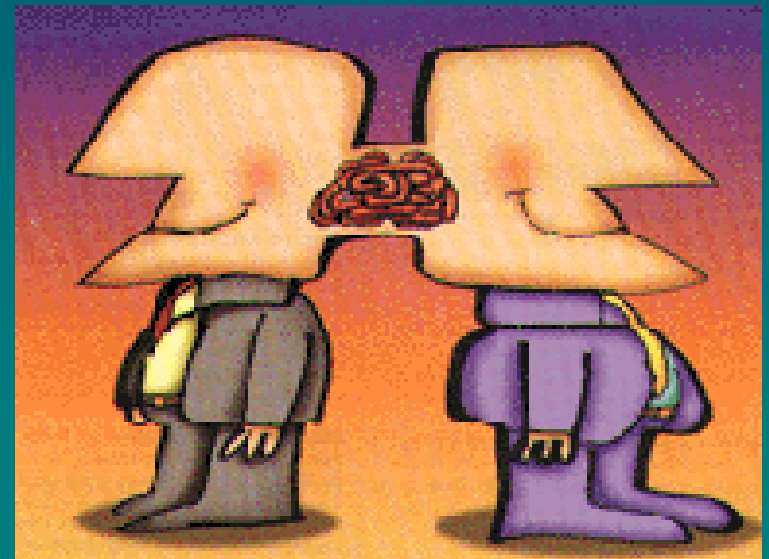
Change involves letting go of the past,
while gaining new skills and confidence.

“Everyone wants to
go to heaven, but
nobody wants to die.”
Joe Louis



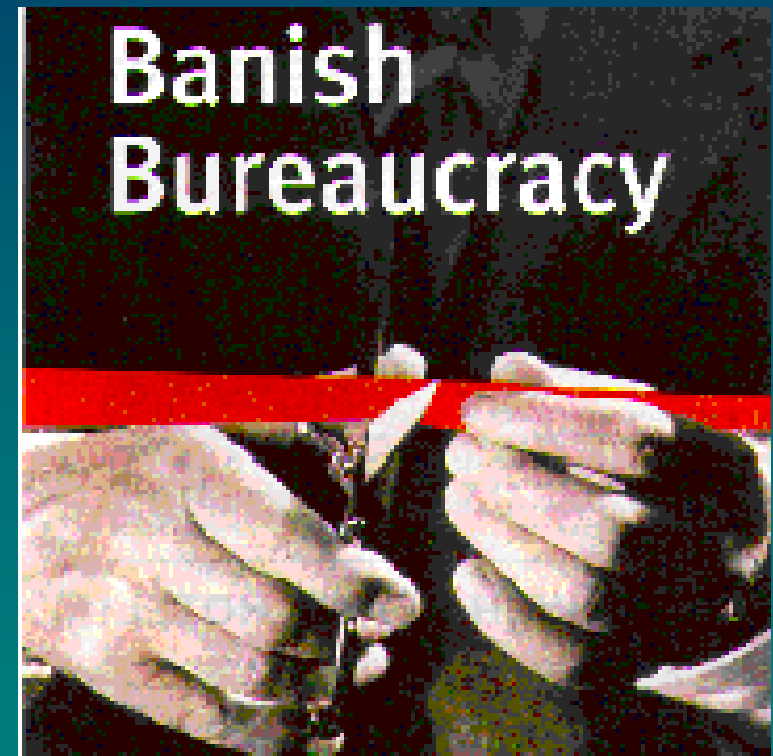
Make More Change

- More change, not less as people's needs and understanding change
- More help as new people are hired and promoted
- Use leadership from senior management
- Use project management from middle levels
- Reduce conflicting policies and practices



Make More Change: Strategy

- Get political support at top
- Advanced training, BTF, TWC, Software Revision and Policy Revision
- Build “in-house” capacity to train and lead colleagues
- Create new leaders inside the organization



Make Change Stick

- Change in norms and values comes last, not first
- Cultural change occurs only *after* results are evident
- Requires a lot of talk before people admit change helped
- May require staff turnover
- Promotion and succession are key to anchoring



Develop your Strategy

- Strategy does not equal activity
- A strategy describes how you will achieve the goals you set
- Identify your strategy before each year as you play



Strategy Analysis Guidelines: Good answers can be written within

- Single spaced
- 10 pages
- Times New Roman
- Font 12 point
- Spell Check
- Attach your group's strategy sheet

For Next Week

- Read as assigned in syllabus
- Change Strategy Analysis is due in class on Week #4

