

# Theories of change



# Definitions

*Change management is a **structured and systematic approach to achieving a sustainable change in human behaviour** within an organisation.*

Realising Change

*The co-ordination of a structured period of **transition from situation A to situation B** in order to achieve lasting change within an organisation.*

BNET Business Directory

*Change Management: the process, tools and techniques to manage the **people-side of change** processes, to achieve the required outcomes, and to realise the change effectively **within individuals, teams, and the wider systems.***

Unattributed

*Change management is an organised, **systematic application of the knowledge, tools, and resources** of change that provides organisations with a key process **to achieve their business strategy.***

LaMarsh

*Change management is a **style of management** that aims to encourage organizations and individuals to deal effectively with the changes taking place in their work.*

English Collins Dictionary

# Models & theories

Using Formal Models	
<i>Aid to understanding</i>	<i>Aid to communication</i>
Highlight the important and relevant areas that need attention and energy.	Provide a common language that aids planning and decision making.

*Creating Contagious Commitment*  
Andrea Shapiro, 2010

# Kurt Lewin – change as a process

Unfreezing

All stakeholders understand:

- *Drivers for change*
- *Why the current position is inadequate*
- *What the end state will be*
- *Consequences of not making the change*

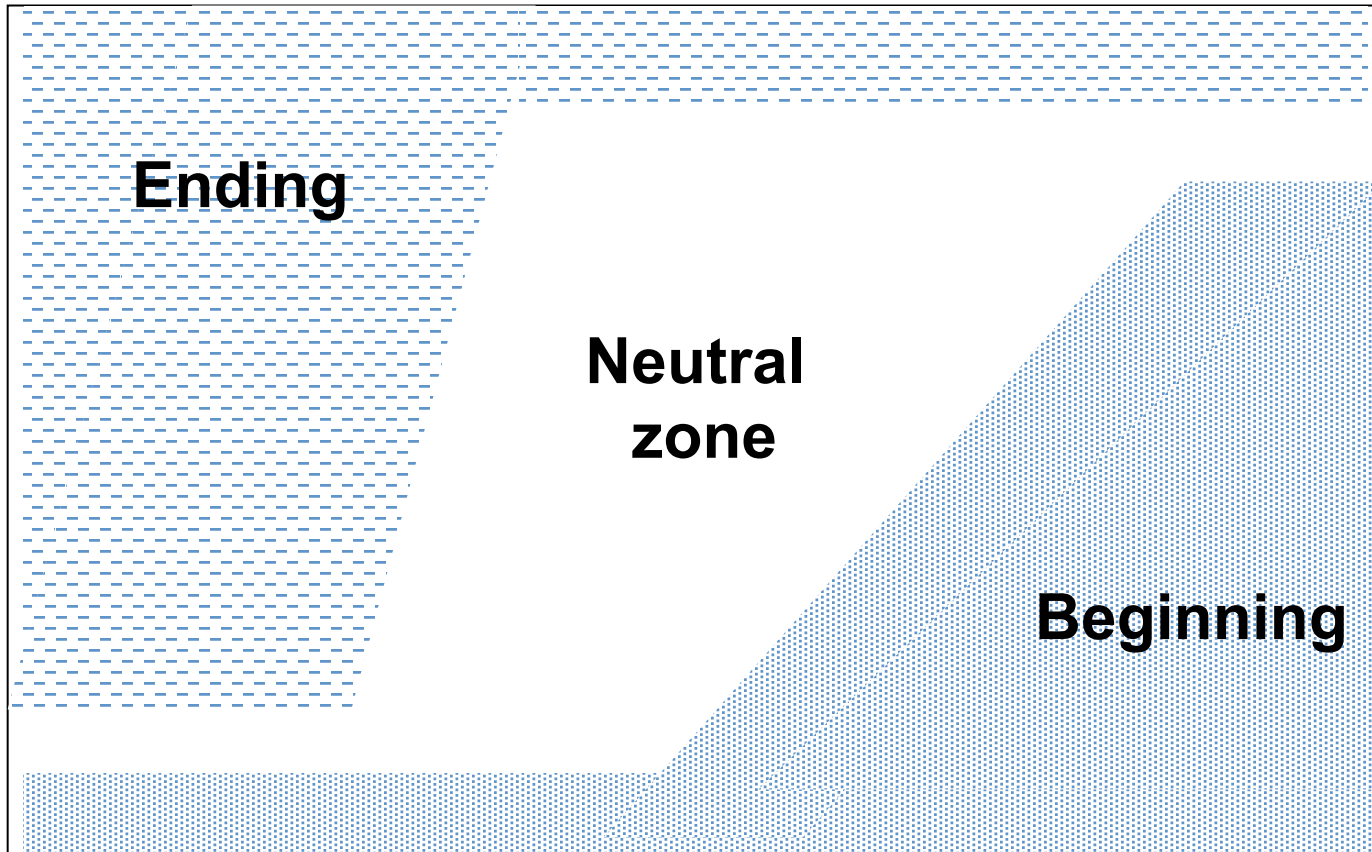
Moving

Establishing new behaviours and attitudes needed for the new challenges

Refreezing

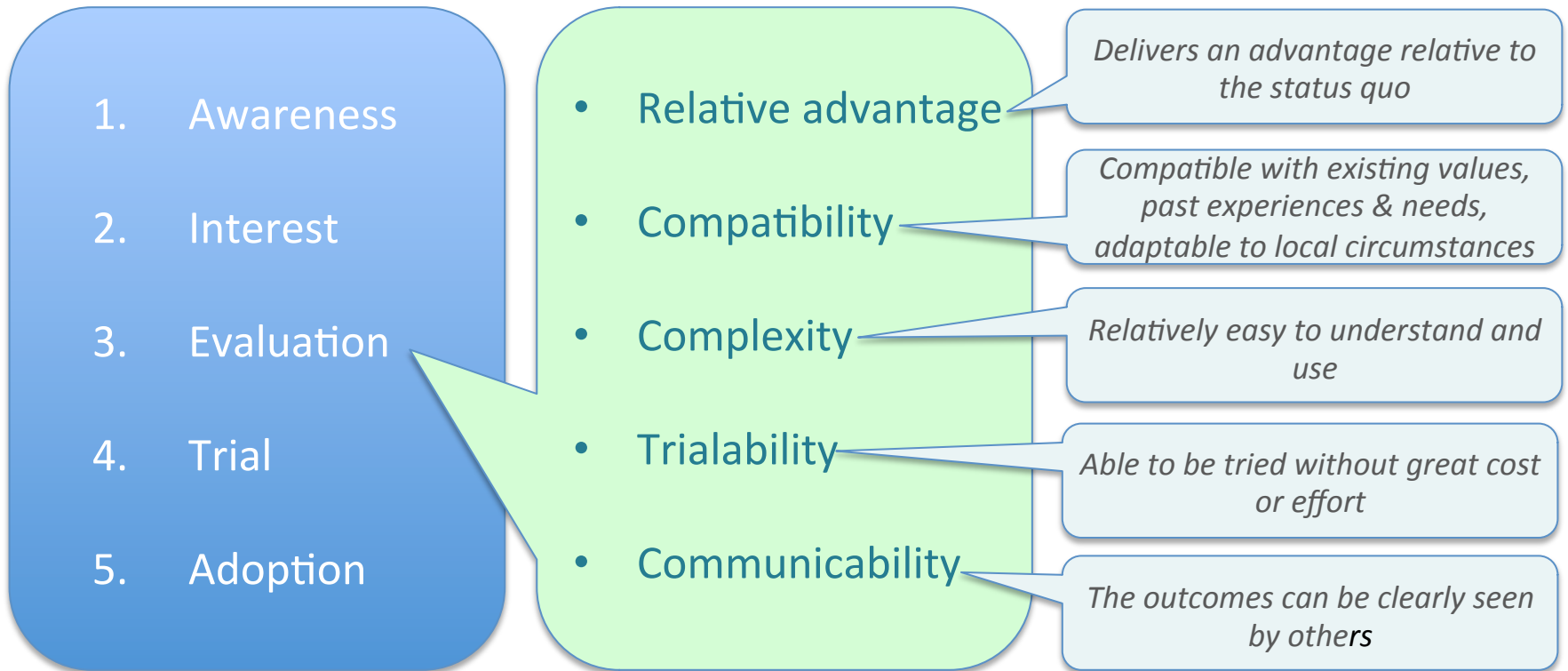
Establishing the necessary infrastructure to support the new status quo

# Bridge's Transition Model



*Managing Transitions: Making the Most of Change*  
William Bridges, 1992

# Rogers' theory: The Diffusion of Innovations



*Diffusion of Innovations*  
Everett M. Rogers, 2003

# Conner's Four Roles in Implementing Change

*Only sponsor projects that you are prepared to see through to the end, as without adequate sponsorship initiatives are likely to fail.*

– identify change & have authority to sanction it

*Be wary of when the Sponsor has not sanctioned the change, or lacks the resolve to see it through. Agents should never take on the role of the Sponsor or attempt to compensate for inadequate sponsorship.*

– be responsible for planning & implementing the change

*For Targets, clarity and ownership by the Sponsor is key.*

– change effort – are expected to make change & use new process or new technology

*There is a clear distinction between 'enthusiasm for change' and 'proper sponsorship' – without which the change initiative will likely fail.*

– understand the value and goals of change but not have authority to sanction it

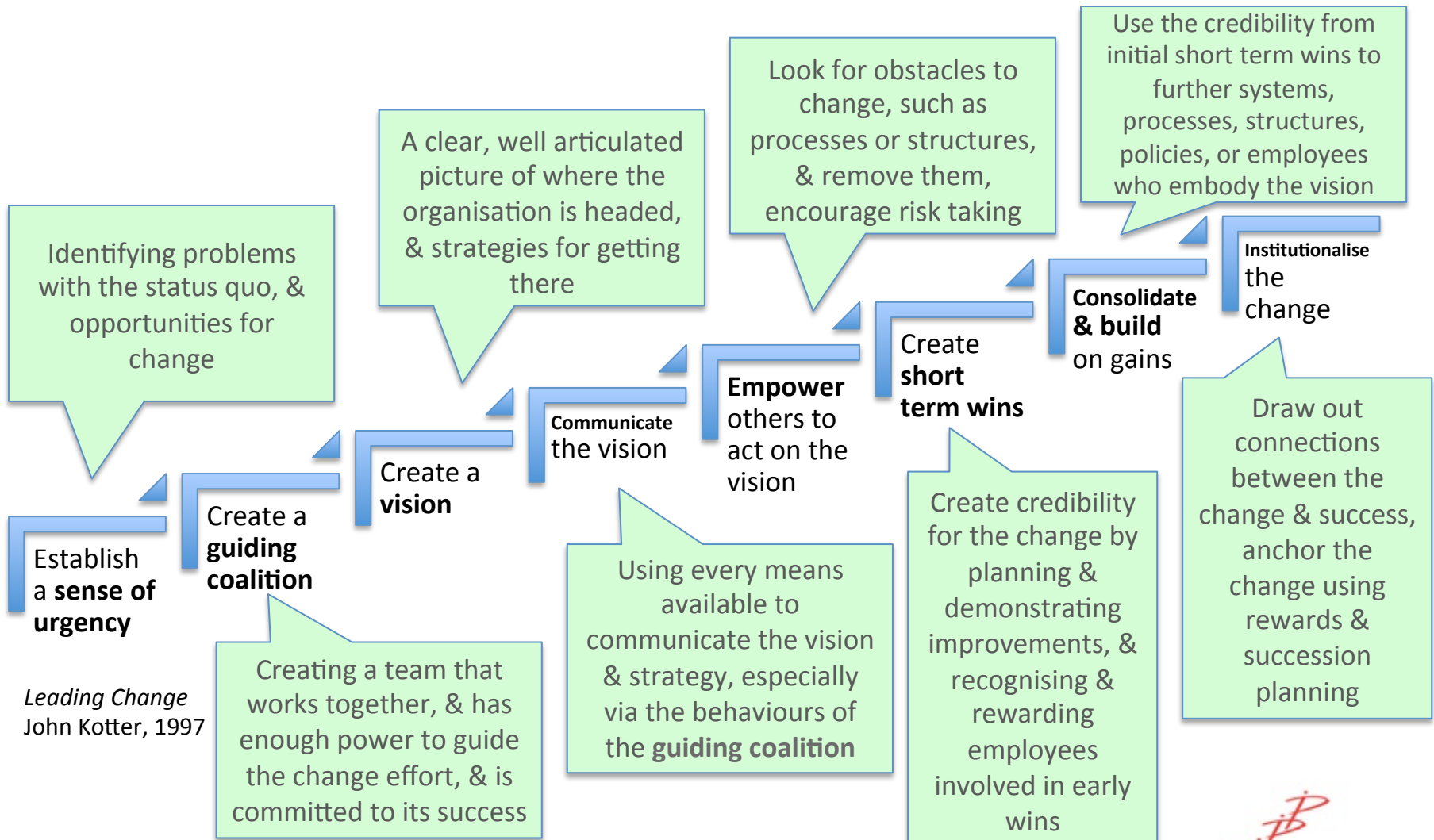
*Managing at the speed of change*  
Daryl Conner, 1992

# Weisbord's Six-Box Model





# John Kotter – the role of leadership in change



*Leading Change*  
John Kotter, 1997

# What can we learn from these models?

- Change is a **process** – of unlocking, changing, stabilising
- Different people are at **different stages** – recognise stages & support
- The pattern of change is **predictable** – though it takes time, & people move at different speeds – *pacing change successfully is key*
- Individuals **subjective evaluation** of...
  - *Relative advantage*
  - *Compatibility*
  - *Complexity*
  - *Trialability*
  - *Communicability*

...is key. *Do we provide enough time for people to trial new things?*
- People can play **different roles** to achieve change – Sponsors, Agents, Targets, Advocates - spot them & utilise them effectively (including you!)
- Effective **leadership** is central (Weisbord, Kotter)

# Strategies

## Eight factors which decrease resistance to change

1. Perceived personal benefit
2. Involvement of leader / supervisor
3. Provision of change information centred on own group / organisation
4. Shared perception of need for change
5. Participation & involvement creating a 'we' rather than 'us & them' feeling
6. Group cohesiveness
7. Targeting on ongoing work groups rather than temporary 'training groups'
8. Open communications, sharing of information

Peter Lumley, Realising Change

# Ability & Attitude

		ABILITY	
		CAN	CAN'T
A T T I T U D E	WILL	Compliant Commitment	Skills Training
	WON'T	Values & Beliefs Drive Behaviour	(remove)

Peter Lumley, Realising Change

# Skills

Lead Change	Plan Change	Implement Change
<ul style="list-style-type: none"> <li>• Leadership</li> <li>• Communicating</li> <li>• Decision making</li> <li>• Motivating</li> <li>• Delegating</li> <li>• Negotiating</li> <li>• Influencing</li> <li>• Problem solving</li> <li>• Valuing &amp; supporting others</li> <li>• Setting objectives</li> <li>• Prioritising</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating</li> <li>• Decision making</li> <li>• Negotiating</li> <li>• Influencing</li> <li>• Problem solving</li> <li>• Planning</li> <li>• Analysing</li> <li>• Team building</li> <li>• Obtaining feedback</li> <li>• Monitoring</li> <li>• Risk management</li> <li>• Contingency planning</li> <li>• Information management</li> </ul>	<ul style="list-style-type: none"> <li>• Communicating</li> <li>• Decision making</li> <li>• Delegating</li> <li>• Negotiating</li> <li>• Influencing</li> <li>• Problem solving</li> <li>• Valuing &amp; supporting other</li> <li>• Planning</li> <li>• Monitoring</li> <li>• Managing conflict</li> <li>• Stress management</li> <li>• Assessing</li> </ul>

Edexcel Level 4 NVQ in Management

# Key messages

- **Strategies** – there are things we can do to create the conditions for change
- **Abilities & attitudes** – we need to be aware that people's attitudes to change will affect their performance
- **Skills** – there are some specific skills people need to lead, plan for, & implement change

# Planning for change

- *How are you/will you plan for this change?*
- *What will your headline strategies be?*
- *What do you need to get in place before you start?*
- *How will you engage and motivate people? And keep them engaged & motivated?*
- *How will you overcome resistance to change?*
- *What skills do you need on your team to make this happen?*
- *What do you need from your leader(s) to make this happen?*
- *Are you a Sponsor an Agent a Target or an Advocate?*

*Create a simple strategy with 3-6 points*

# More information - reading

- ***Creating Contagious Commitment: Applying the Tipping Point to Organizational Change***, Andrea Shapiro, 2010
- *Diffusion of Innovations*, Everett M. Rogers, Fifth Edition, 2003
- *Leading Change*, John P Kotter, 1997
- *Managing at the Speed of Change*, Daryl R Conner, 1992
- *Managing Transitions: Making the Most of Change*, William Bridges, 1992
- *Organizational Diagnosis*, Marvin Weisbord, 1978
- *Who Killed Change?: Solving the Mystery of Leading People Through Change*, Ken Blanchard, John Britt, Judd Hoekstra and Pat Zigarmi, 2009



# More information – web resources

- Chartered Institute of Personnel & Development - <http://www.cipd.co.uk/>
- Institute of Learning & Management - <http://www.i-l-m.com/>
- Chartered Management Institute - <http://www.managers.org.uk/>