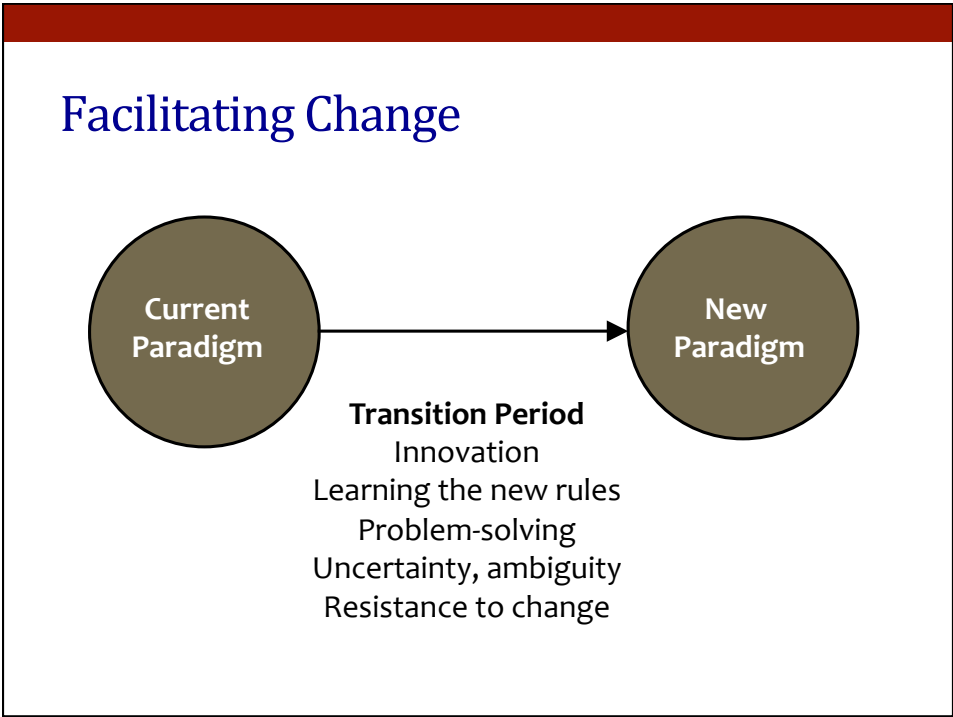
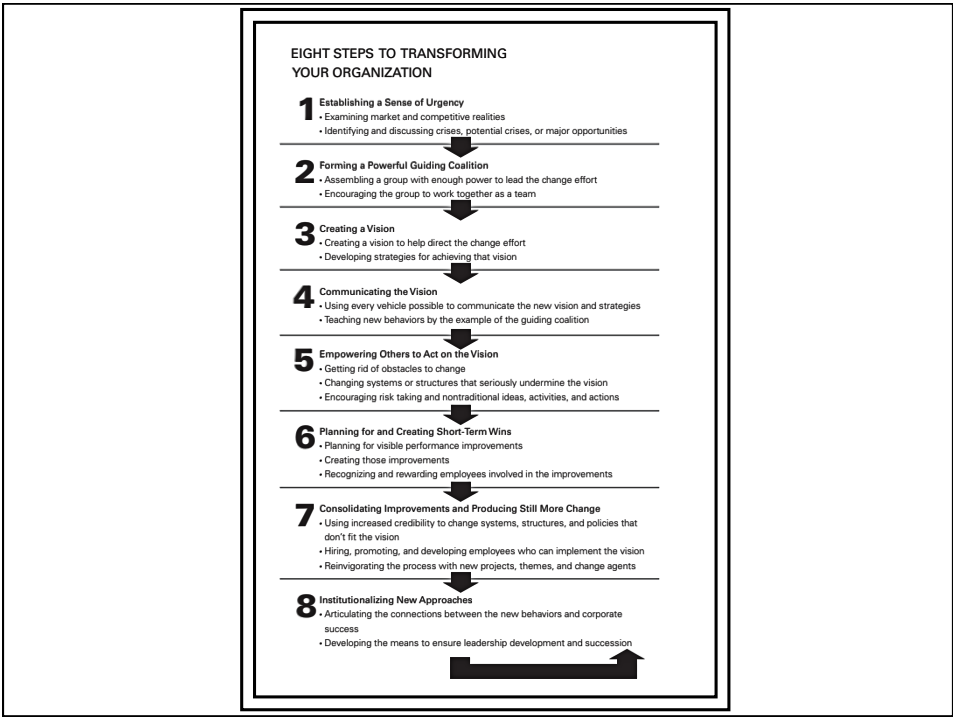


FACILITATING CHANGE

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Eight-Step Change Process





How People Change

People change what they do less because they are given analysis that shifts their thinking than because they are shown a truth that influences their feelings.

(John Kotter)

Eight Steps in the Change Process

1. Establishing a Sense of Urgency
2. Creating a Guiding Coalition
3. Developing a Vision and Strategy
4. Communicating the Vision
5. Empowering Others to Act on the Vision
6. Planning for and Creating Short Term Wins
7. Consolidating Improvements and Producing New Change
8. Anchoring New Approaches in the Culture

Culture & Change

Culture refers to norms of behavior and shared values among a group of people.

- Norms of behavior are common or pervasive ways of acting that are found in a group and that persist because group members tend to behave in ways that teach these practices to new members.
- Shared values are important concerns and goals shared by most of the people in a group that tend to shape group behavior and that often persist over time even when group membership changes.

Anchoring Change in the Culture

Culture changes only after you have successfully altered people's actions, after the new behavior produces some group benefit for a period of time, and after people see the connection between the new actions and the performance improvement.

Thus most cultural change happens in Stage 8,
not Stage 1.

Anchoring Change in the Culture

- ✓ Comes last, not first: Most alterations in norms and shared values come at the end of the transformation process.
- ✓ Depends on results: New approaches usually sink into a culture only after its very clear that they work and are superior to old methods.
- ✓ Requires a lot of talk: Without verbal instruction and support, people are often reluctant to admit the validity of new practices.

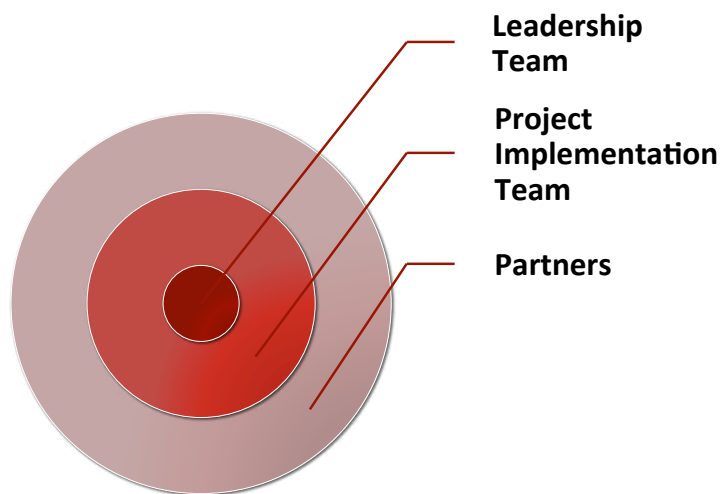
Anchoring Change in the Culture

- ✓ May involve turnover: Sometimes the only way to change a culture is to change leaders or discover new leaders.
- ✓ Makes decisions on leadership development and succession crucial: If the development of new staff and new leaders are not changed to be compatible with the new practices, the old culture will reassert itself.

Establishing a Sense of Urgency

1. Examine current realities: strengths and weaknesses.
2. Listen to feedback.
3. Identify recurring problems that never seem to get solved.
4. Identify the major challenges from within and from outside.
5. Identify the major opportunities that have not acted on yet.

Creating a Guiding Coalition



Developing a Vision

1. **Imaginable:** Conveys a picture of what the future will look like.
2. **Desirable:** Appeals to long-term interests; benefits of vision and strategy—how it better than the vision, plan, or idea it supersedes.
3. **Compatible:** consistent with the existing values, past experiences, and needs of people; connection to mission provides an anchor to people's meanings.
4. **Communicable:** Is easy to communicate; can be successfully explained within five minutes.

Communicating the Vision

1. Use every vehicle possible to communicate the new vision and strategies.
2. Teach new behaviors by the example of the guiding coalition.
3. **Simplicity:** Eliminate jargon.
4. **Metaphor, analogy, and example:** Verbal pictures.
5. **Multiple forums:** Meetings, newsletters, brochures, formal and informal interaction, etc.
6. **Repetition:** Ideas sink in deeply only after they have been heard many times.
7. **Give-and-take:** Two-way communication.

Empowering Others to Act

1. Get rid of obstacles to change.
2. Change systems or structures that seriously undermine the vision.
3. Encourage risk taking and nontraditional ideas, activities, and actions.

Empowering People to Affect Change

1. Communicate a sensible vision to leaders: If leaders have a shared sense of purpose, it will be easier to initiate actions to achieve that purpose.
2. Make structures compatible with the vision: Unaligned structures block needed action.
3. Provide the training leaders need: With the right knowledge, skills, and attitudes, people feel empowered.

Creating Short Term Wins

A good short-term win has at least these three characteristics:

1. It's visible; large numbers of people can see for themselves whether the result is real or just hype.
2. It's unambiguous; there can be little argument over the call.
3. It's clearly related to the change effort.

Creating Short Term Wins

The Role of Short Term Wins...

1. Provide evidence that sacrifices are worth it: Wins greatly help justify the short-term costs involved.
2. Reward change agents with a pat on the back: After a lot of hard work, positive feedback builds morale and motivation.
3. Help fine-tune vision and strategies: Short-term wins give the guiding coalition concrete data on the viability of their ideas.

Creating Short Term Wins

The Role of Short Term Wins...

4. Undermine cynics and self-serving resisters: Clear improvements in performance make it difficult for people to block needed change.
5. Keep key leaders and councils on board: Provides those in leadership positions in the organization with evidence that the transformation is on track.
6. Build momentum: Turns neutrals into supporters, reluctant supporters into active helpers, etc.

Consolidating Improvements & Producing More Change

Whenever you let up before the job is done, critical momentum can be lost and regression may follow.

Consolidating Improvements & Producing More Change

1. Use increased credibility to change systems, structures, and policies that don't fit the vision.
2. Develop leaders who can implement the vision.
3. Reinvigorate the process with new projects, themes, and change agents.

Consolidating Improvements & Producing More Change

- ⊙ More change, not less: The guiding coalition uses the credibility afforded by short-term wins to tackle additional and bigger change projects.
- ⊙ More help: Additional people are recruited and developed (trained) to help with all the changes.

Consolidating Improvements & Producing More Change

- ◉ Leadership from senior management (leadership team): Leaders focus on maintaining clarity of shared purpose for the overall effort and keeping urgency levels up.
- ◉ Project management and leadership from other leaders and teams: Those involved in development and implementation of change efforts (e.g., programs) provide leadership for specific projects and manage those projects.

Facilitating Change

Change or Die: The Three Keys to Change

(Alan Deutschman)

1. Key One—Relate
You form a new, emotional relationship with a person or community that inspires and sustains hope.
2. Key Two—Repeat
The new relationship helps you learn, practice, and master the new habits and skills that you'll need.
3. Key Three—Reframe
The new relationship helps you learn new ways of thinking about your situation and your life.

Myths of Change

1. Crisis is a powerful impetus for change.
2. Change is motivated by fear.
3. The facts will set us free.
4. Some gradual changes are always easier to make and sustain.

(Fast Company, May 2005)