

# LEADING CHANGE

**AND HOW TO TAKE OTHERS WITH YOU**

# Aims

- **Increase our understanding of why change is difficult**
- **Introduce a selection of change ‘models’ and ‘concepts’**
- **Understand how these can help with your organisational changes**

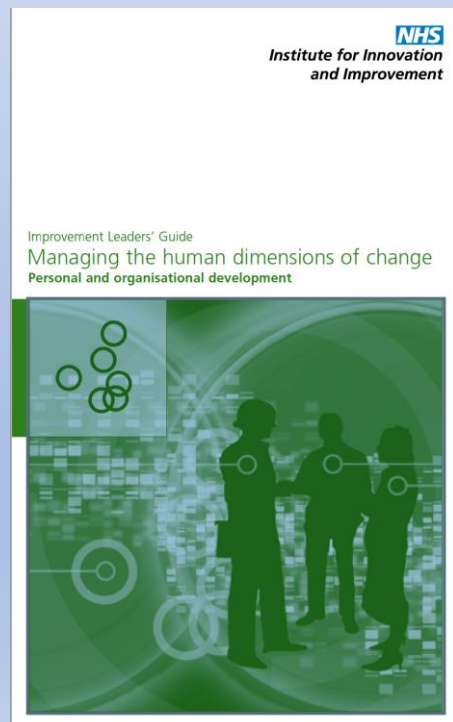
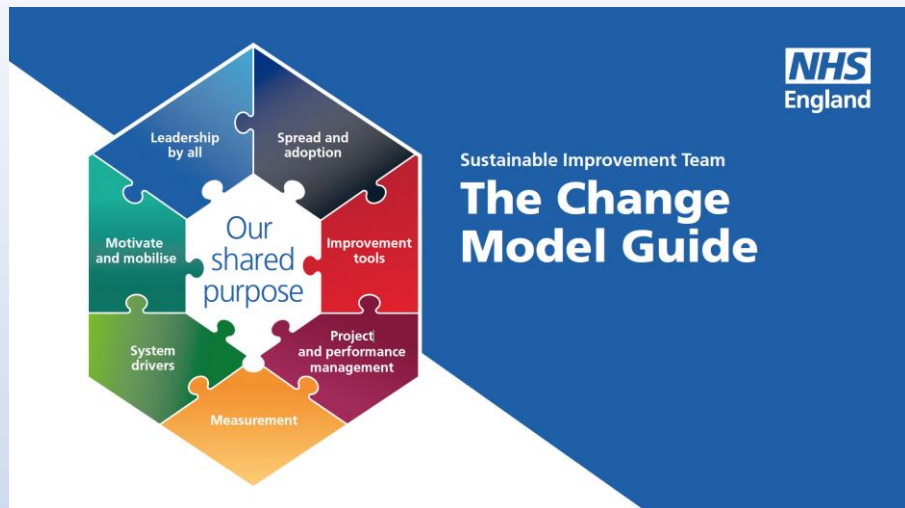
# Plan for the Session

- **Introductory exercise to explore where you are currently with your organisational change**
- **Anatomical and Physiological Models of Change**
- **Why Humans find Change difficult**
- **What Penguins do when their Iceberg is Melting**
- **Physiological Change Models/Concepts**
- **Practical Exercise**



"There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things."

Niccolo Machiavelli



<https://www.england.nhs.uk/sustainableimprovement/change-model/>

<https://www.england.nhs.uk/wp-content/uploads/2017/09/practical-guide-large-scale-change-april-2018-smll.pdf>

<https://www.england.nhs.uk/improvement-hub/wp-content/uploads/sites/44/2017/11/ILG-3.4-Managing-the-Human-Dimensions-of-Change.pdf>

**In pairs**

**with regard to the change that you are leading:**

- **What is going well?**
- **What are your main challenges?**

- **Share your thoughts with your table/group**
- **Feedback for the room:**
  - 2 to 3 things that are going well**
  - 2 to 3 challenges that you are encountering**

*All models are wrong, but  
some are useful.*

George Box



# Anatomical and Physiological Models of Change

<b>'Anatomical' approach of improvement/change</b>	<b>"Physiological" approach of improvement/change</b>	<b>In practice, both approaches are necessary</b>
<b>Change is a step by step process</b>	<b>Outcomes cannot be predetermined</b>	<b>Direction needs to be set but also needs to be flexible</b>
<b>Typically initiated 'top down'</b>	<b>Typically starts 'bottom up'</b>	<b>Top down support is needed for bottom up change</b>
<b>Objectives set in advance (and set in stone!)</b>	<b>There is no end point</b>	<b>Objectives need to be set and the team should be congratulated when each objective is achieved but improvement never ends</b>
<b>If it goes wrong it is because of poor planning and project control</b>	<b>If it goes wrong it is because of people issues</b>	<b>Planning and monitoring is important but gaining the commitment of people is vital</b>

# Kotter's Eight Stage Change Model

## Our Iceberg is Melting



# Kotter's 8 step model for Leading Change (1996)

- **Establishing a Sense of Urgency**
- **Creating the Guiding Coalition**
- **Developing a Vision and Strategy**
- **Communicating the Change Vision**
- **Empowering Employees for Broad-Based Action**
- **Generating Short-Term Wins**
- **Consolidating Gains and Producing More Change**
- **Anchoring New Approaches in the Culture**

# **Discussion – in your groups:**

**With regard to your change process and Kotter's Change Model:**

**Which stage or stages do you recognise that you have covered?**

**Which stage or stages have been missed?**

**What could you do to address one or more of the 'missing' stages?**

# People Factors – what we know:

- **People have different needs and different styles of working, especially in a change situation.**
- **It is often the lack of understanding of their needs and a lack of recognition of the value of their different perspectives that causes people to be labelled ‘resistant to change’.**
- **There are no magic wands and no guarantees about how people will react.**

# The Neuroscience of Change

- To ‘minimise danger and maximise reward’ is an overarching principle of the brain (Gordon, 2000)
- If a ‘stimulus’ is associated with positive emotions or rewards, it will likely lead to an approach response; if it is associated with negative emotions or punishments, it will likely lead to an avoid response – ‘fight or flight’
- There are different behavioural and psychological consequences associated with threat and reward:

THREAT RESPONSE	REWARD RESPONSE
Reduced working memory	Greater cognitive resource
Narrower field of view	More insights, increased ideas for action
Greater pessimism	Wider field of view
Generalising of threat	Fewer perceptual errors

# The SCARF Model, David Rock

**Describes the social concerns that drive human behaviour:**

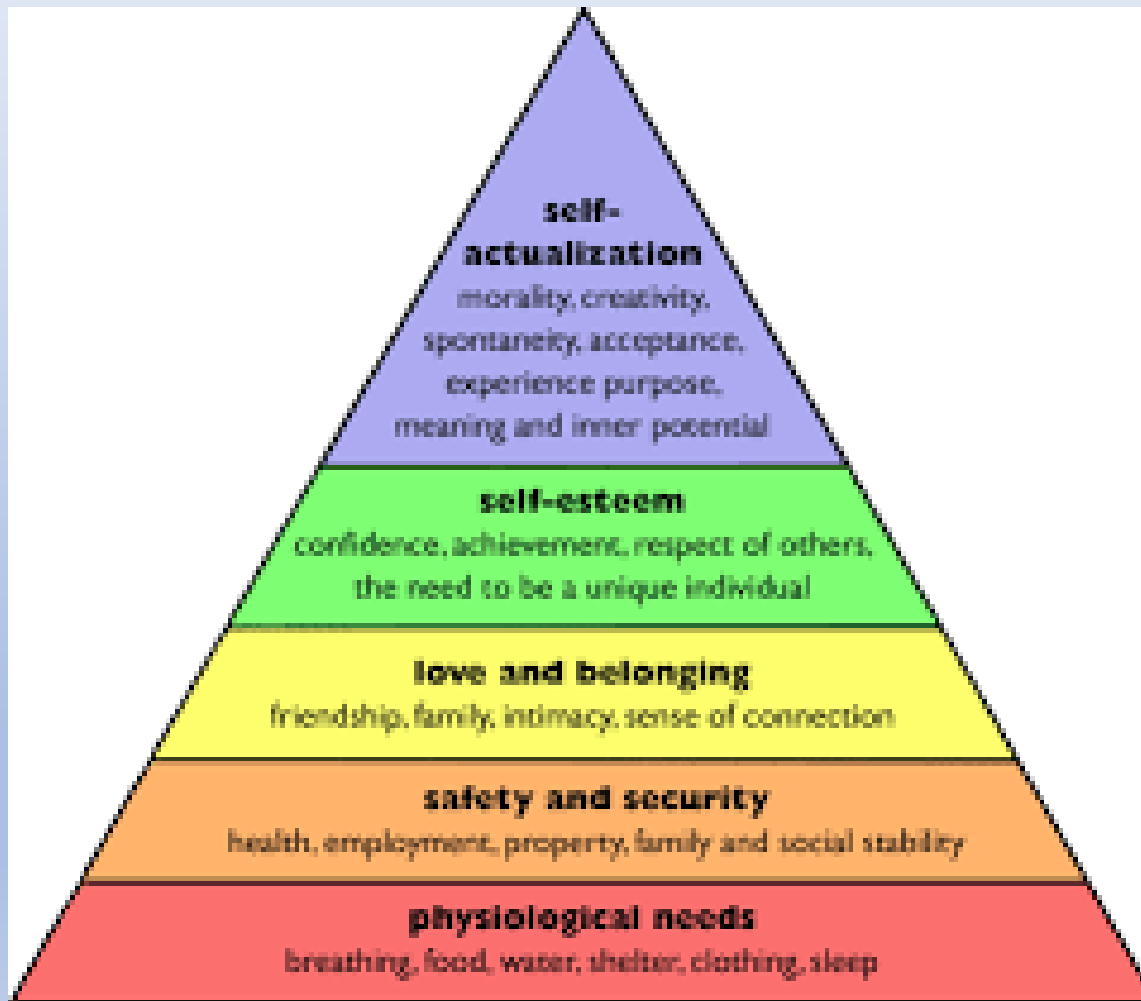
- **Status: Our relative importance to others**
- **Certainty: Our being able to predict the future**
- **Autonomy: Our sense of control over events**
- **Relatedness: Our sense of safety with others**
- **Fairness: Our perception of fair exchanges between people**

## **As table or smaller groups:**

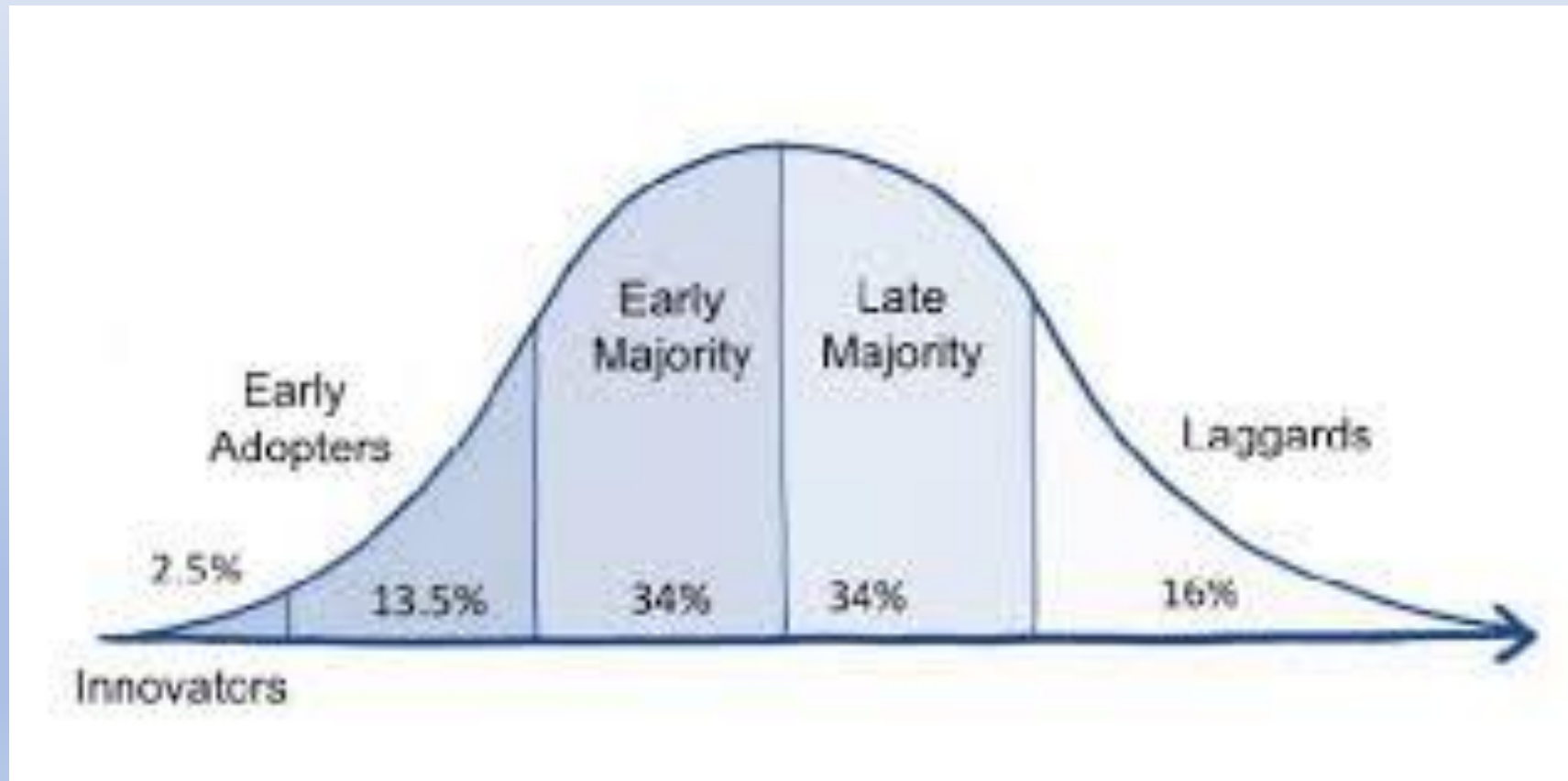
- When you, personally, have struggled to accept change, which of these factors from the SCARF model do you recognise have been missing?**
- With regard to your organisational change, which of these factors are missing for individuals or groups who are struggling with the change?**
- How might you improve this?**



# Maslow's Hierarchy of Needs



# Rogers Adoption/Innovation Curve



A round man cannot be  
expected to fit in a square hole  
right away. He must have time  
to modify his shape.

-Mark Twain

# Change or Transition? – Bridges Model

- **Change is not the same as transition.**
- **Change is situational: the new site, the new structure, the new team, the new role, the new procedure.**
- **Transition is the psychological process people go through to come to terms with the new situation.**
- **Change is external and transition is internal.**
- **Transitions can be described in three stages – endings, neutral and beginnings**

# **The Ending:**

- **when we acknowledge that there are things we need to let go of**
- **when we recognise that we have lost something**
- **example: changing your job. Even when it is your choice, there are still losses such as losing close working friends**

# The Neutral Zone

- **When the old way has finished but the new way isn't here yet**
- **When everything is in flux and it feels like no one knows what they should be doing**
- **When things are confusing and disorderly**
- **Example: moving house. The first few days or even months after moving the new house is not home yet and things are quite probably in turmoil**

# The Beginning

- **When the new way feels comfortable, right and the only way**
- **Example: having a baby. After a few months in the neutral zone of turmoil, you come to a stage when you cannot imagine life without your new baby**

*Most organisations try to start with a beginning, rather than finishing with it. They pay no attention to endings. They do not acknowledge the existence of the neutral zone, and then wonder why people have so much difficulty with change.*

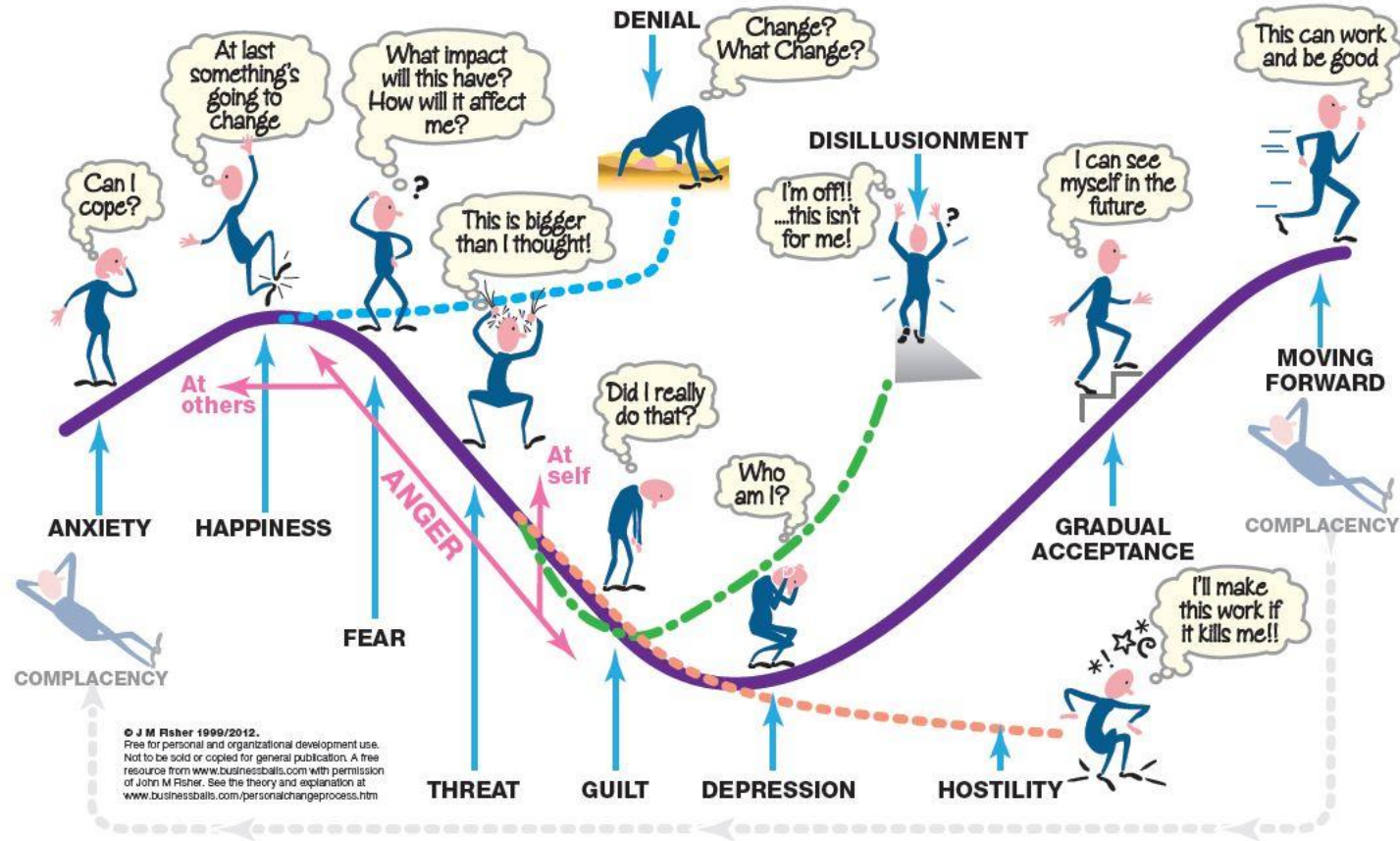
William Bridges





# The Process of Transition - John Fisher, 2012

(Fisher's Personal Transition Curve)



**On your tables:**

**Using the Bridges Model and/or the Fisher Transition Curve - How do the challenges that you have noted relate to these models?**

**Thinking about any or all the models discussed:**

**What have you learned that relates to the challenges that you are facing?**

**With that knowledge, what can you do differently to help overcome the challenges?**

# Constellations Exercise