

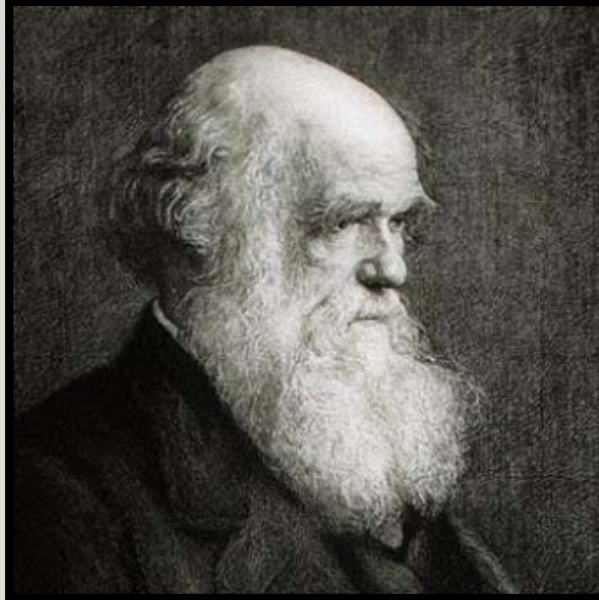
LEADING CHANGE

SEPTEMBER 12TH 2017 – LEADING QUESTIONS

NATACHA WILSON

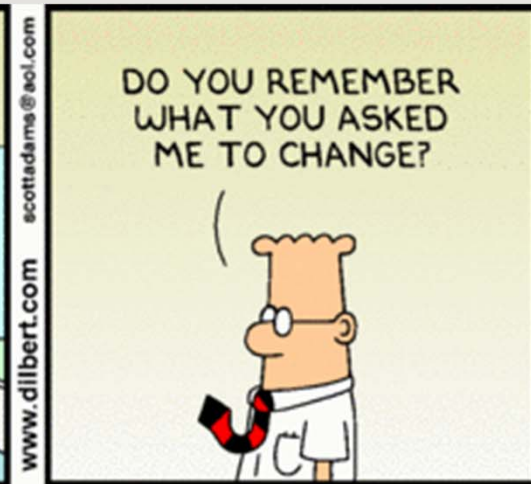
CHAIR ELLA-FORUMS CAMBRIDGE

DIRECTOR - CAMBRIDGE INSIGHTS



"It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change."

Charles Darwin



www.dilbert.com scottadams@aol.com

4-10-08 © 2008 Scott Adams, Inc./Dist. by UFS, Inc.

CHANGE MANAGEMENT

- **”Change management** is a collective term for all approaches to preparing and supporting **individuals, teams, and organisations** in making **organisational change**” Wikipedia
- What should be the focus
 - Process?
 - Why change? (drivers for change)
 - How the change is orchestrated (approach)
 - People? (driving change and affected by change)

WHY CHANGE?

What are the drivers for change in your organisation ?

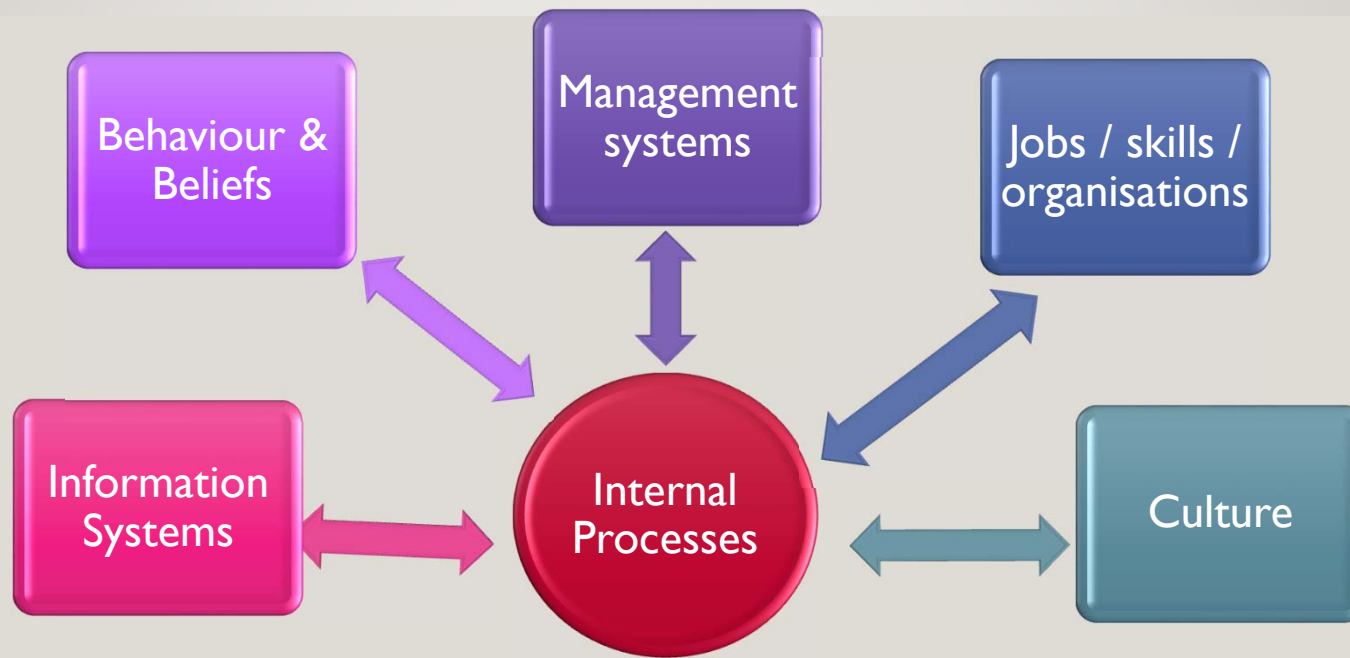
-
- Economic factors (including grants)
 - Suppliers
 - Technology (digital transformation, social media)
 - Competitors
 - Beneficiaries/Customers/Donors/Volunteers
 - Legislation/Regulators (e.g. data protection regulations; fundraising)
 - Performance/SROI
 - Innovation
 - Culture

SCALE OF CHANGE

	INCREMENTAL	STRATEGIC
ANTICIPATORY	TUNING	RE-ORIENTATION
REACTIVE	ADAPTATION	RE-CREATION

Nadler and Tushman - 1989

WHAT CHANGES?



Adapted from “Reengineering the corporation” (1993) by Hammer and Champy

WHAT
HAPPENS
WHEN IT
WORKS WELL?



Lack of vision (not making a case for change)

No/Poor planning

Cultural mismatch

Approach to risk

Resource implications

Senior management experience and past success

Stakeholder conflict/resistance

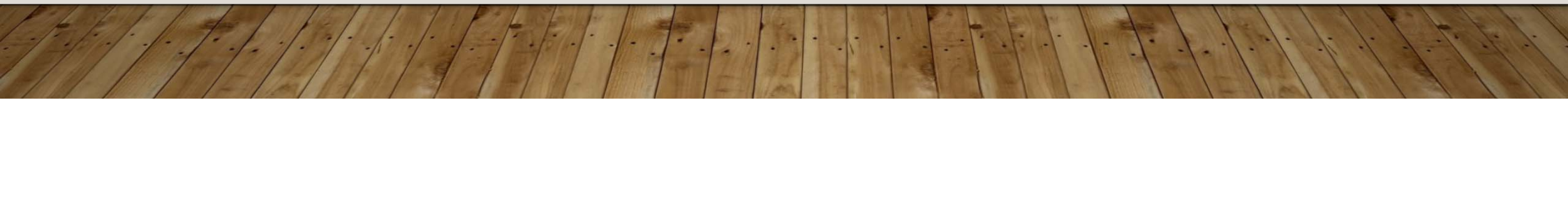
TYPICAL CHALLENGES



I – FOLLOW A CLEAR PROCESS (8 STEPS)

1. Establish a sense of urgency
2. Create the guiding coalition (leadership team – strong leader)
3. Develop a vision and strategy (culture matters)
4. Communicate the change vision (so that everyone understands!)
5. Empower employees, volunteers, trustees/board (key stakeholders) for broad-based action
6. Generate short-term wins (share stories and celebrate)
7. Consolidate gains and produce more change
8. Anchor new approaches in the culture

Kotter - 1988



2- RESISTANCE IS FUTILE?!

- Sources of resistance

- Identity I
- Values and Beliefs CAN'T
- Capabilities DO
- Behaviours THAT
- Environment HERE !

- Levels of resistance and timings

- Groups: Innovators, Early Adopters, Early/Late Majority, Laggards
- Transformation curve: Fear – Denial – Anger – Bargaining – Acceptance – Growth/Change

3 - IDENTIFY KEY ROLES FOR CHANGE

CHAMPIONS	Want the change to happen Work to gain support and resources for it
CHANGE “AGENTS”	Responsible for planning and implementing the change
SPONSORS (role models)	Authorise and legitimise the change Ideally visibly own the change Lead by example
STAFF, VOLUNTEERS AND WIDER STAKEHOLDERS	Implement or are impacted by the change Need to know why (motivation)

MORE ON CHANGE MANAGEMENT

- Case studies - http://www.charitytimes.com/pages/ct_features/september07/text-features/ct_september07_feature2_the_human_element.htm
- 6 steps to manage change with your staff - <http://www.pilotlight.org.uk/blog/6-steps-to-engaging-your-charitys-staff-with-change>
- https://www.mindtools.com/pages/article/newPPM_87.htm
- [Leading Change, John Kotter](#) (Harvard Business School Press)
- [Managing Transitions, William Bridges](#) (Nicholas Brealey Publishing)
- [Change Management Masterclass: A step by step guide to Successful Change Management, Mike Green](#) (Kogan Page)

THANK YOU!

natacha.wilson@cambridgeinsights.co.uk