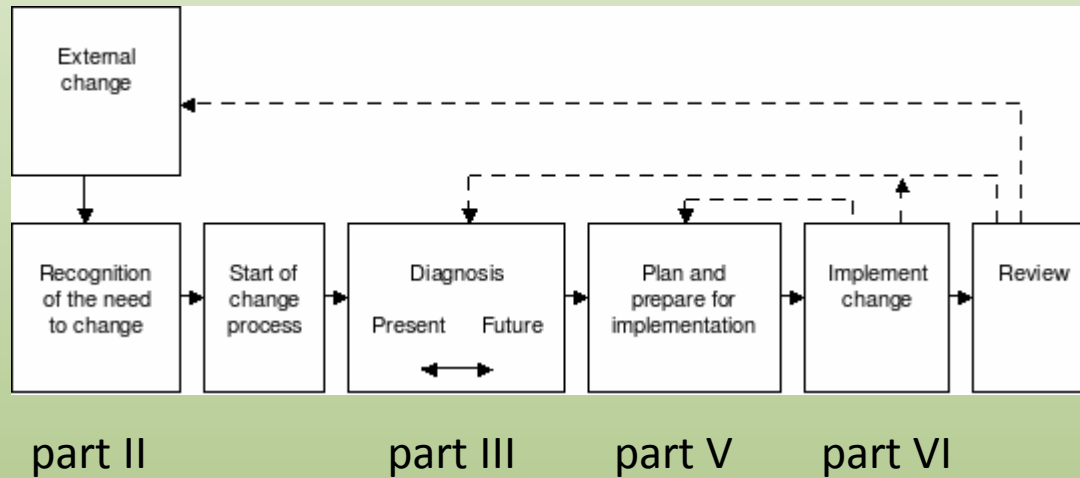


Change management Or the art of evolving

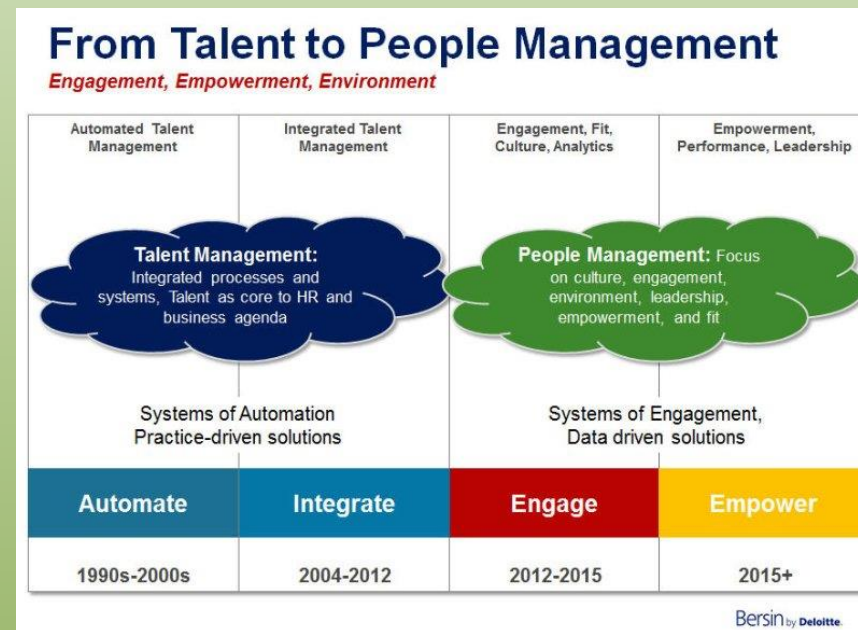
Week 7

Process model after Hayes



Issues and challenges

Leadership
Power & politics
Communication
Motivation



Leadership

What

- Sense making
- Visioning
- Sense giving
- Aligning
- Enabling
- Supporting
- Maintaining

How

- Management V leadership
- Basic styles
- Situational styles

Leadership

Management V leadership

	<u>The Different between Leadership and Management</u>	
	Leadership Coping with change	Management Coping with complexity
What are we setting out to do?	1. Set Direction Develop a vision and strategies to achieve that vision; setting high but reasonable standards	1. Plan and Budget Develop detailed steps and timetables and allocate resources
How do we deliver results?	2. Align People Communicating direction to influence creation of teams and coalitions that understand vision and strategy	2. Organise and Staffing Establish a structure to achieve the plan; delegate authority and provide policies and procedures
What do we make it happen?	3. Motivate, Mentor, Inspire Energizing people to develop and overcome barriers to change	3. Control and Problem Solving Monitor and organize
What are the outcomes?	4. Produce Change Often to a dramatic degree, such as cultivating new services and new approaches	4. Produce Predictability and Order Consistently achieve budgets and targets

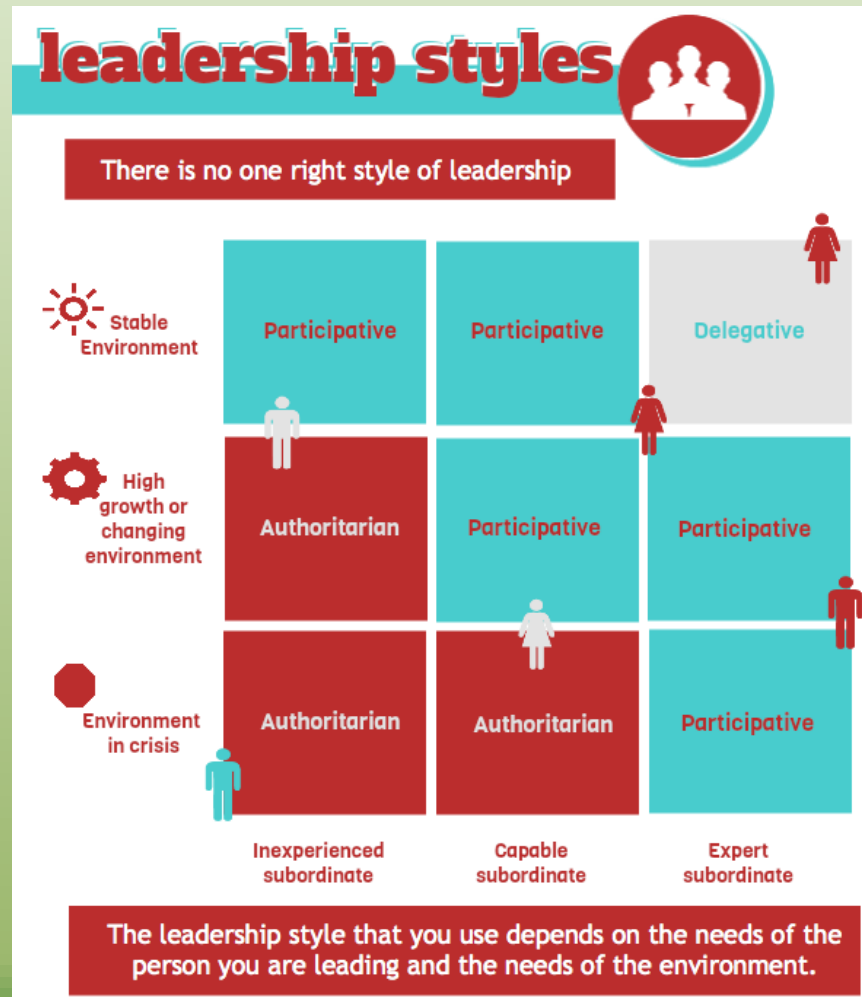
Source: MacKay (2008) based on materials in Kotter (2001)

Leadership

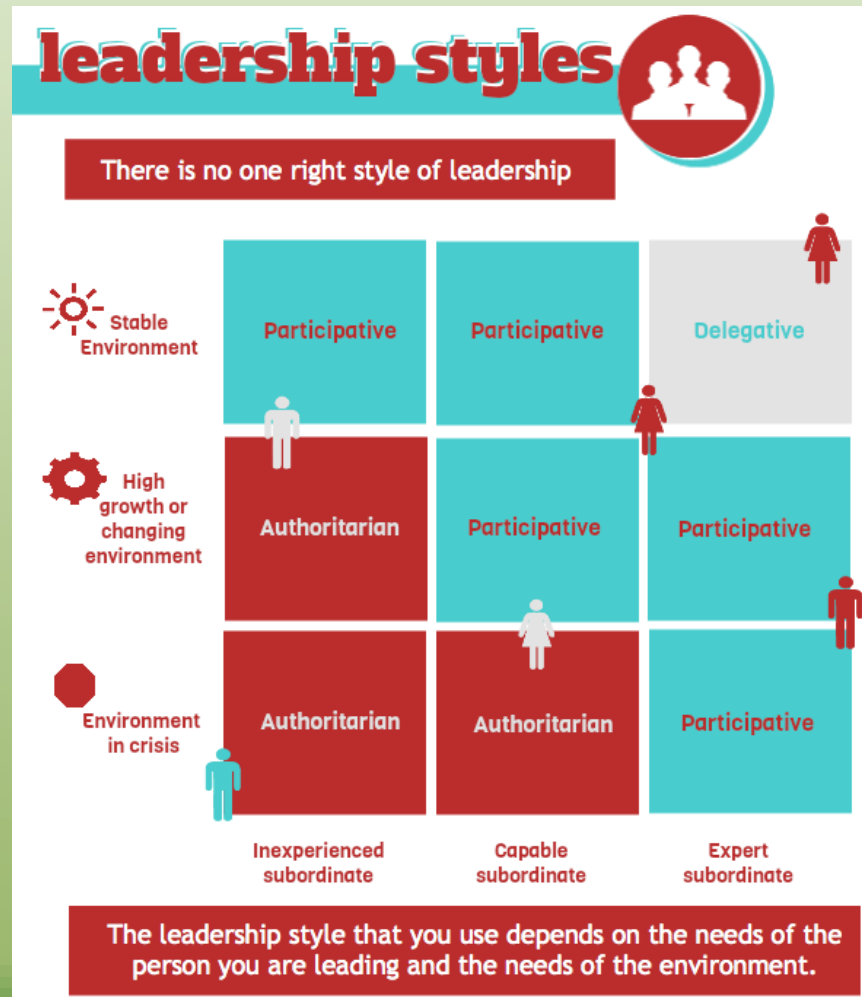
Basic styles



Leadership Basic styles



Leadership Basic styles



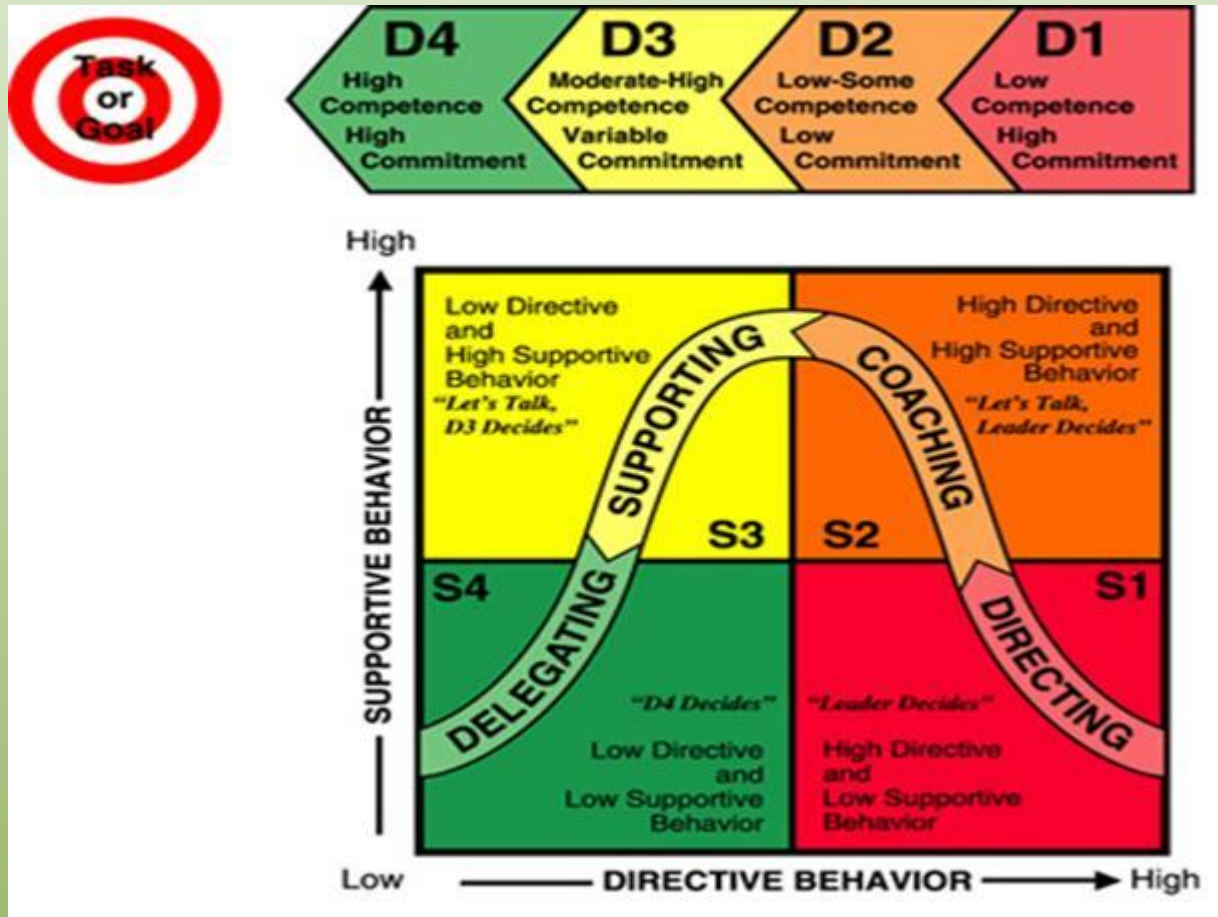
Leadership

Situational styles

Affiliative	Democratic	Pacesetting	Coaching
Creates harmony and builds emotional bonds	Forges consensus through participation	Sets high standards for performance	Develops people for the future
"People come first."	"What do you think?"	"Do as I do, now."	"Try this."
Empathy, building relationships, communication	Collaboration, team leadership, communication	Conscientiousness, drive to achieve, initiative	Developing others, empathy, self-awareness
To heal rifts in a team or to motivate people during stressful circumstances	To build buy-in or consensus, or to get input from valuable employees	To get quick results from a highly motivated and competent team	To help an employee improve performance or develop long-term strengths
Positive	Positive	Negative	Positive

Leadership

Situational styles



Power

Addressing change resistance - Kotter

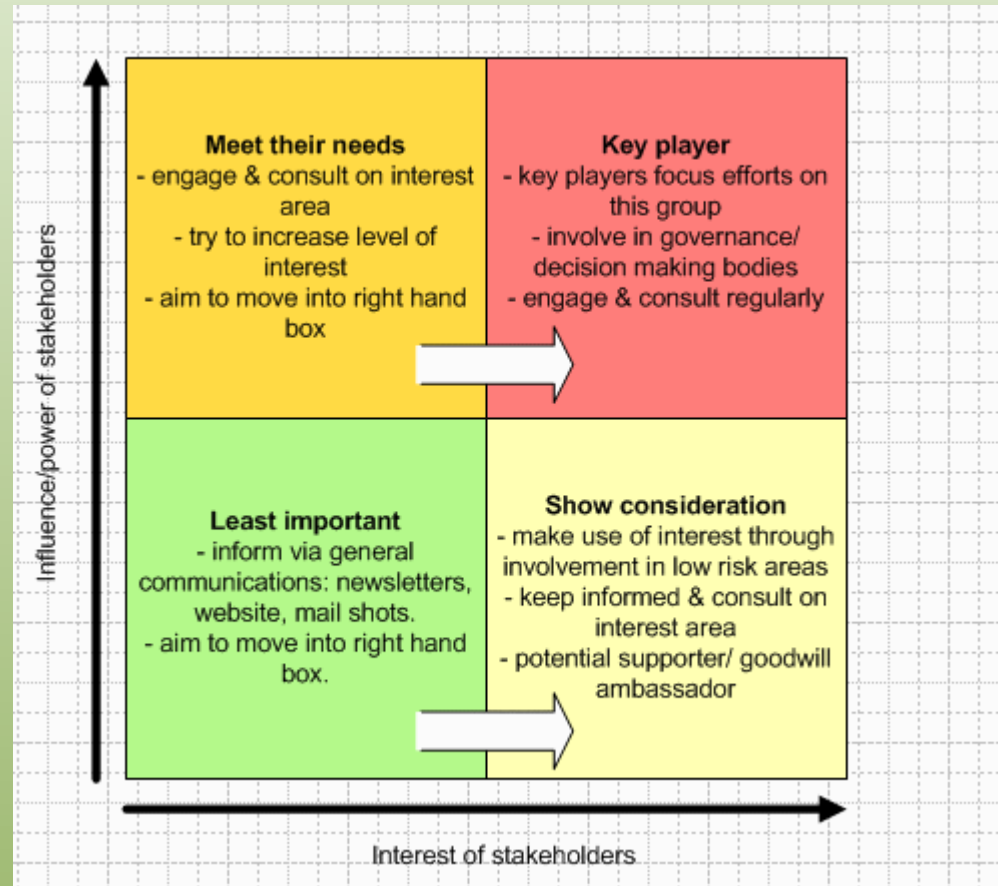
Reactions of Human Beings to Change

- Denial
- Anger
- Antagonism
- Battle
- Bargaining
- Depression
- Acceptance

Method	How to Use	When to Use	Advantages	Drawbacks
Education	Communicate the desired changes and reasons for them	Employees lack information about the change's implications	Once persuaded people often help implement the change	Time consuming if lots of people are involved
Participation	Involve potential resisters in designing and implementing the change	Change initiators lack sufficient information to design the change	People feel more committed to making the change happen	Time consuming, and employees may design inappropriate change
Facilitation	Provide skills training and emotional support	People are resisting because they fear they can't make the needed adjustments	It's a relatively easy way to defuse major resistance	Can be time consuming and expensive; can still fail
Negotiation	Offer incentives for making the change	People will lose out in the change and have considerable power to resist	It's a relatively easy way to defuse major resistance	Can be expensive and open managers to the possibility of blackmail
Coercion	Threaten loss of jobs or promotion opportunities; fire or transfer those who can't or won't change	Speed is essential and change initiators possess considerable power	It works quickly and can overcome any kind of resistance	Can spark intense resentment towards change initiators

Power

Stakeholder power



Power

The politics of change V the politics in change

The Politics of Change

- Impetus for change is likely to come from outside change agents, new employees, or managers outside the main power structure.
- Internal change agents are most threatened by their loss of status in the organization.
- Long-time power holders tend to implement incremental but not radical change.
- The outcomes of power struggles in the organization will determine the speed and quality of change.

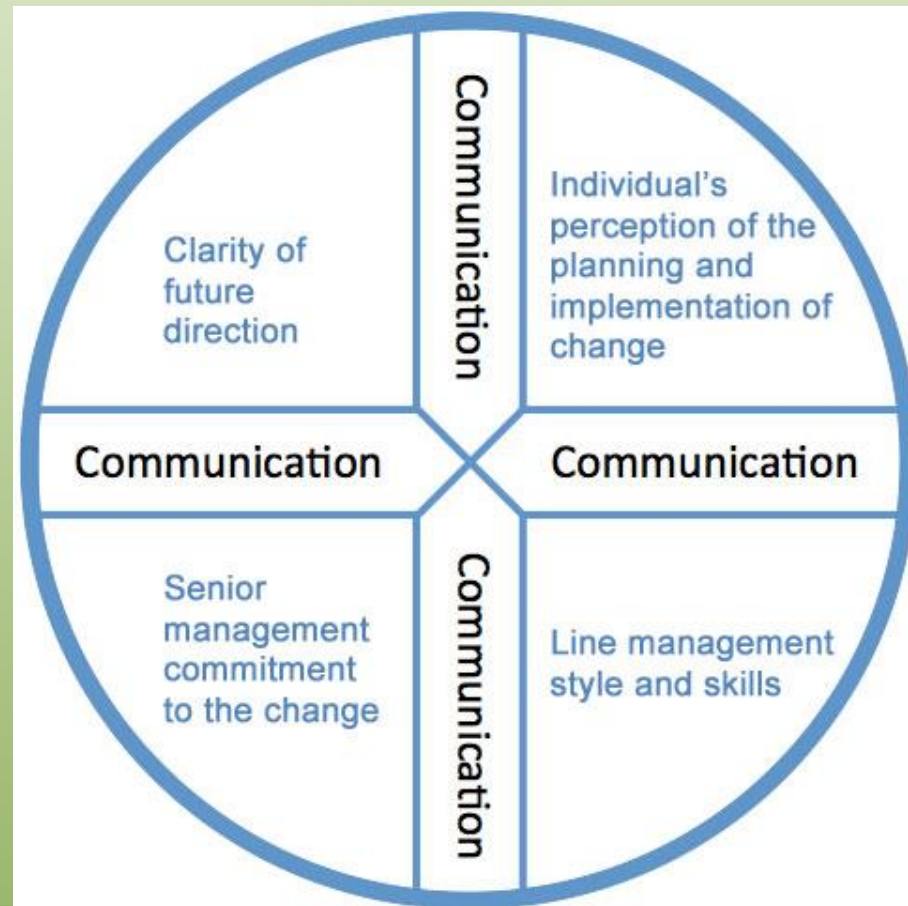
Power and politics

- When thinking about managing change, some people assume that organisations are well integrated entities within which everybody works harmoniously together.
- Some also believe that decisions are made logically and rationally, that people share similar views of the world around them and that they act to promote the interests of the organization as a whole.
This is rarely the case.



Communication

Change management centerpiece



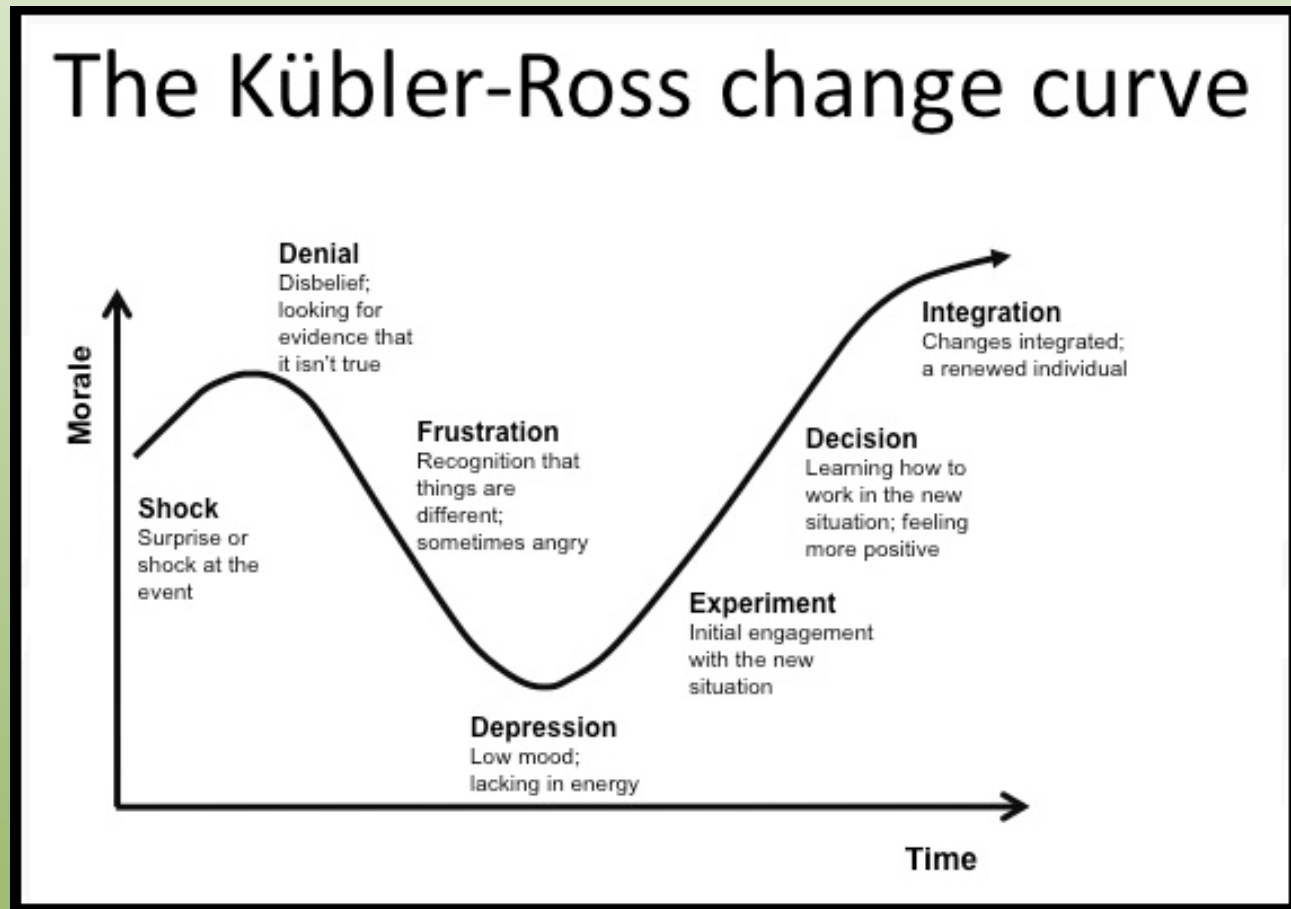
Communication

Communicating is not about sharing words but arriving at sharing meanings and purposes



Motivation

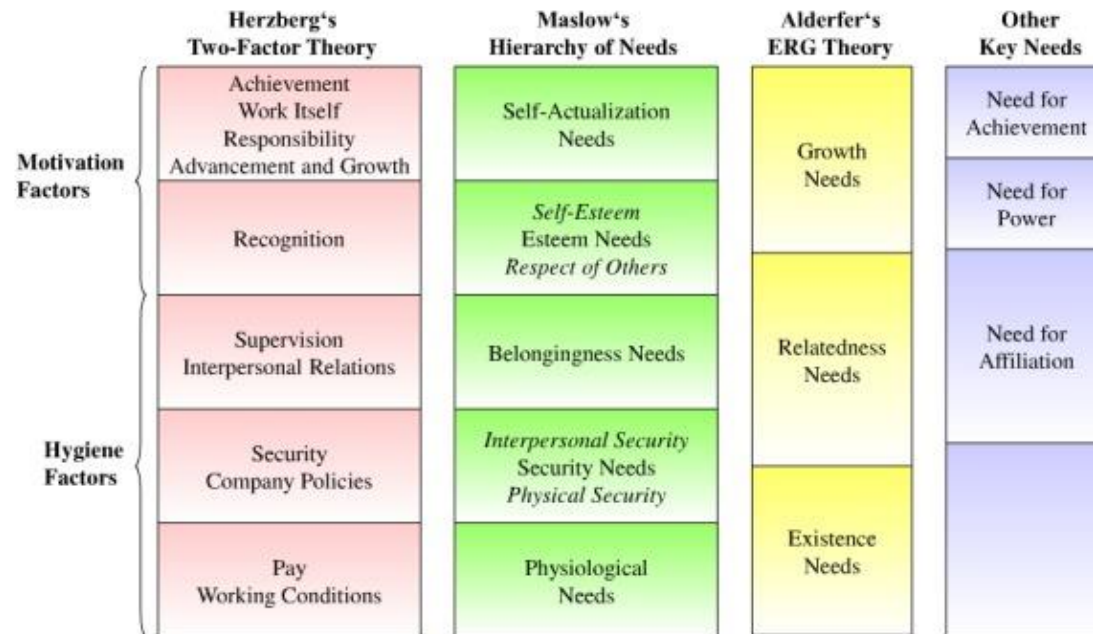
The effect of change



Motivation

The theories

Parallels Among Need Theories of Motivation



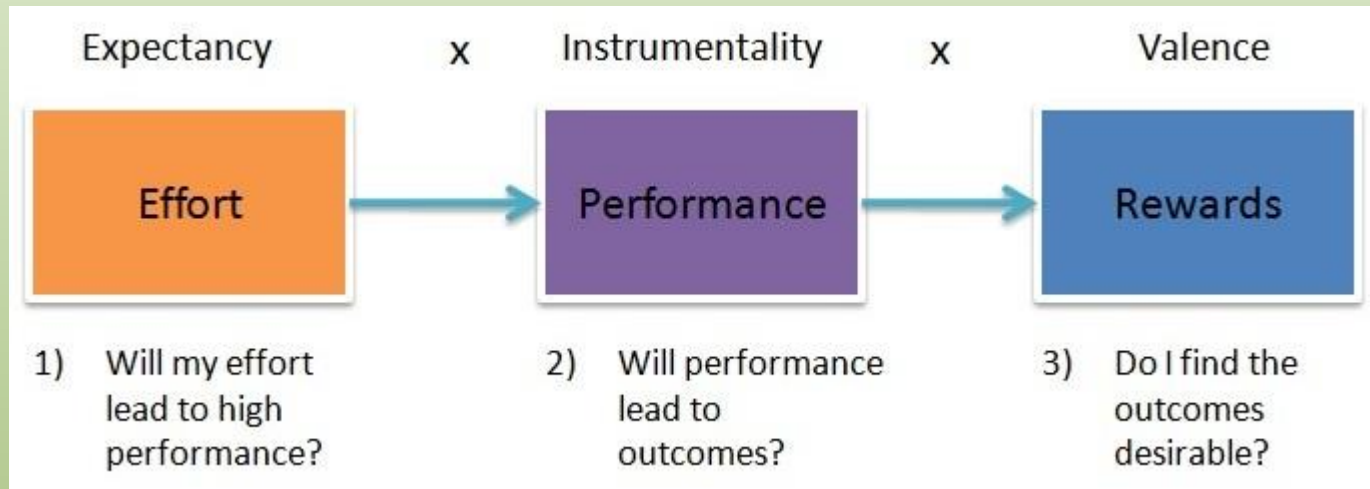
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Do these apply to the management of change?

Motivation

Expectancy model - Vroom



Readings

- <https://www.diva-portal.org/smash/get/diva2:326289/FULLTEXT01.pdf>
- http://www.ryerson.ca/content/dam/hr/management/change_mgmt/docs/ChangeManagementGuide_FINAL.pdf
- http://www.nickols.us/four_strategies.pdf
- <http://www.kipflock.com/store/pdf/organizational-change.pdf>
- https://frcatel.fri.uniza.sk/hrme/files/2010/2010_2_10.pdf

- Hayes: ch 9 – 13