

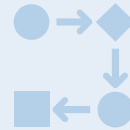


CHANGE IS HARD

CHANGE



Any adjustment or alteration in an organization [or community] that has the potential to influence stakeholders' experience

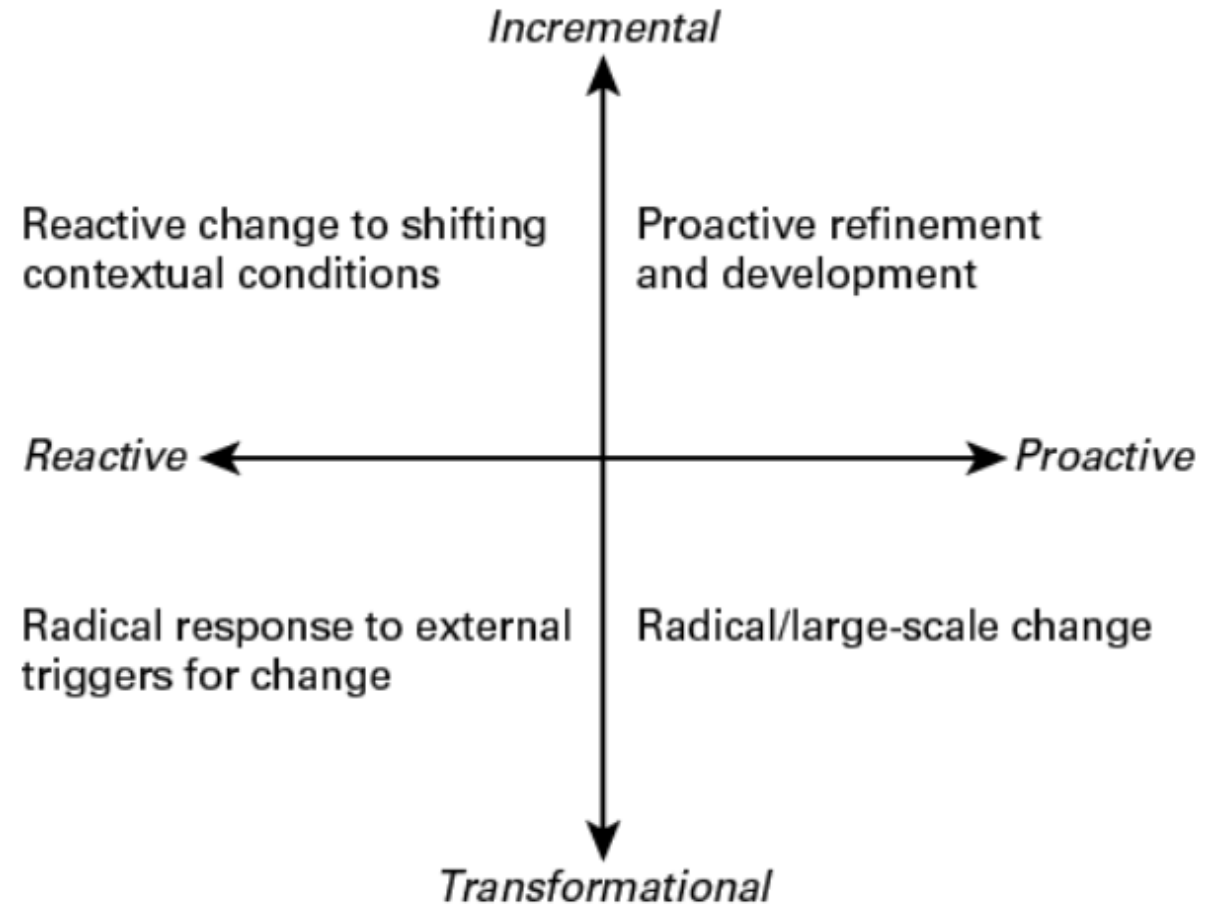


Transition: adapting to change



Transformation: marked change in form, appearance

PLANNED OR
EMERGENT; PROACTIVE
OR REACTIVE



WILLINGNESS TO CHANGE

Stoffers & Mordant-Dols
(2015)

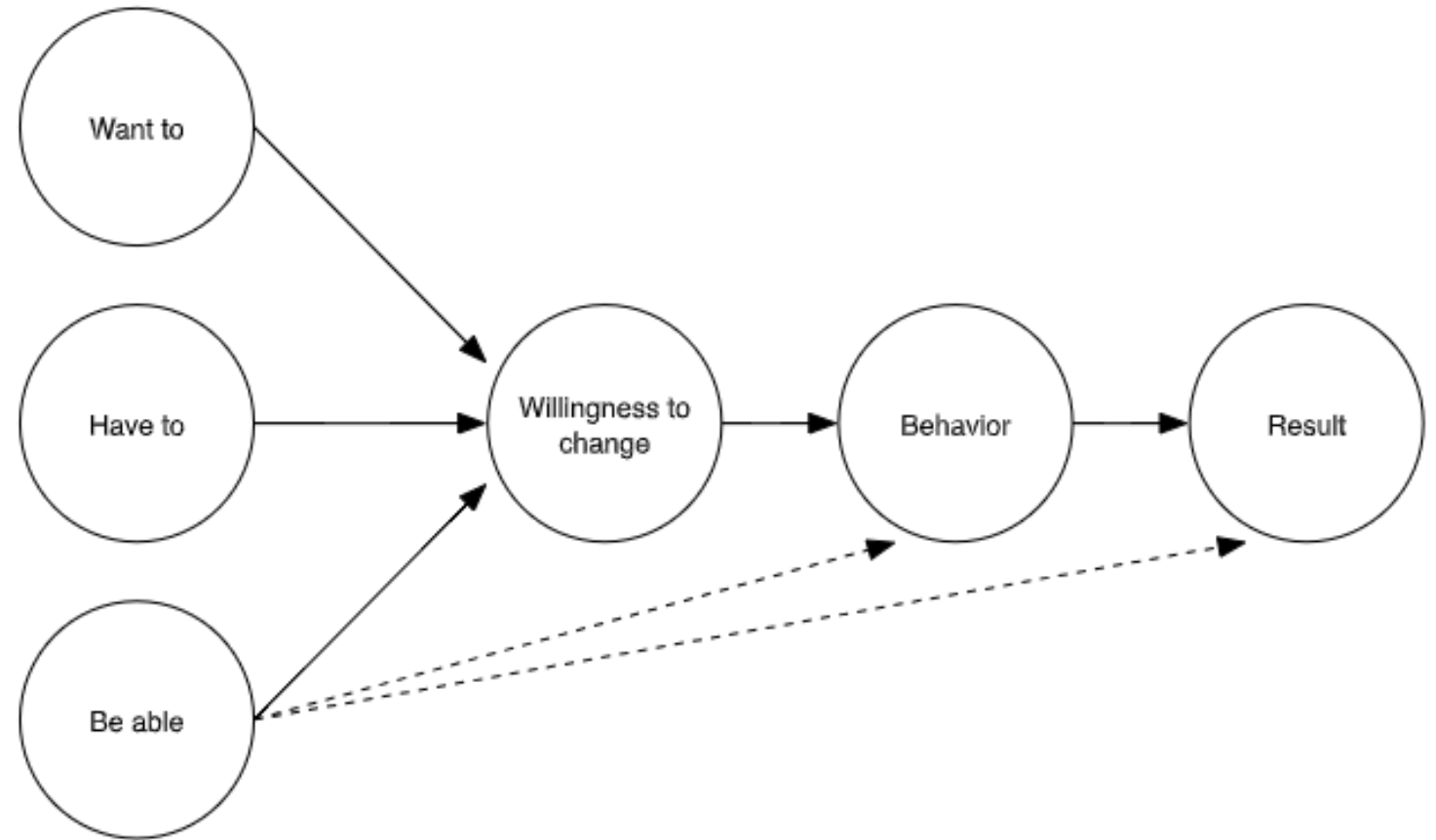


Figure 1. Willingness to change [12]

KOTTER'S

8 step change model



Establish a sense of urgency, explain the WHY



Create a coalition



Develop a vision & strategy



Communication the change vision



Empower action



Generate short-term wins



Consolidate wins



Anchor change

THE EMOTIONS OF CHANGE EFFORTS

Your emotions

Others' emotions

Fear and trust



BUILDING CAPACITY/CAPABILITY

WHO IS INVOLVED?

1. LEADERS:
INFLUENCE/CATALYST

2. MANAGERS:
EQUIPPERS/PLANNERS

3. STREET LEVEL FOLKS: DIRECT
CHANGE AGENTS

Capabilities Required to Lead Change	Capabilities Required to Manage Change	Capabilities Required to Lead and Manage
Strategic management and vision <ul style="list-style-type: none"> • Creation and articulation of a vision • Setting of objectives • Choice of measurement tools 	Coaching of others through change	Communication to different audiences using different media
Business knowledge <ul style="list-style-type: none"> • Knowing the competitive landscape • Delegation to the right people • Alignment of politics and competing interests 	Project management	Emotional intelligence
Ability to influence and persuade	Listening	Flexibility and adaptability
Translation of the change vision into clear performance expectations	Empathy	Credibility
Behaving in a way that causes others to trust you	Providing feedback Focusing on outcomes with a 'big-picture' view Anticipation and surfacing of conflicts	Reflection and learning Celebration of success

INTELLIGENCES

Cognitive
intelligence

Contextual
intelligence

Emotional
intelligence

Social
intelligence

Cultural
intelligence

Moral/ethical
intelligence

Spiritual
intelligence

Behavioral
intelligence

Relational
intelligence

Political
intelligence

Why change or plan for change?

- Competitive advantage or performance
- Ability to execute change more effectively
- Set up a system for change
- Increase ability and motivation for sustainable change





USEFUL TOOLS FOR PLANNED CHANGE

Stakeholder analysis

Communication plan for change

Change readiness assessment

Cultural diagnosis

THANK YOU

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Book recommendation:

*Managing & leading through organizational
change* by Julie Hodges

