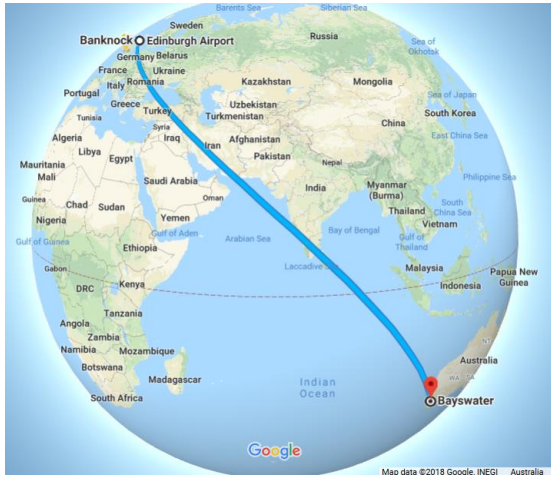


Positively leading change in the workplace

Clare Mullen
November 2018







HEALTH CONSUMERS'
COUNCIL
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Raw
Human Resources



Action for blind people

Introduction to positively leading change at work

- Energy in organisations
 - and why it matters when you're leading change or implementing improvements in your organisation
- What do we mean by change (and change management) in the workplace?
- An introduction to the Appreciative Inquiry approach
- An overview of ADKAR change management model
- A chance to work through – briefly! – how it might work in your organisation
- A quick recap
- Questions and networking



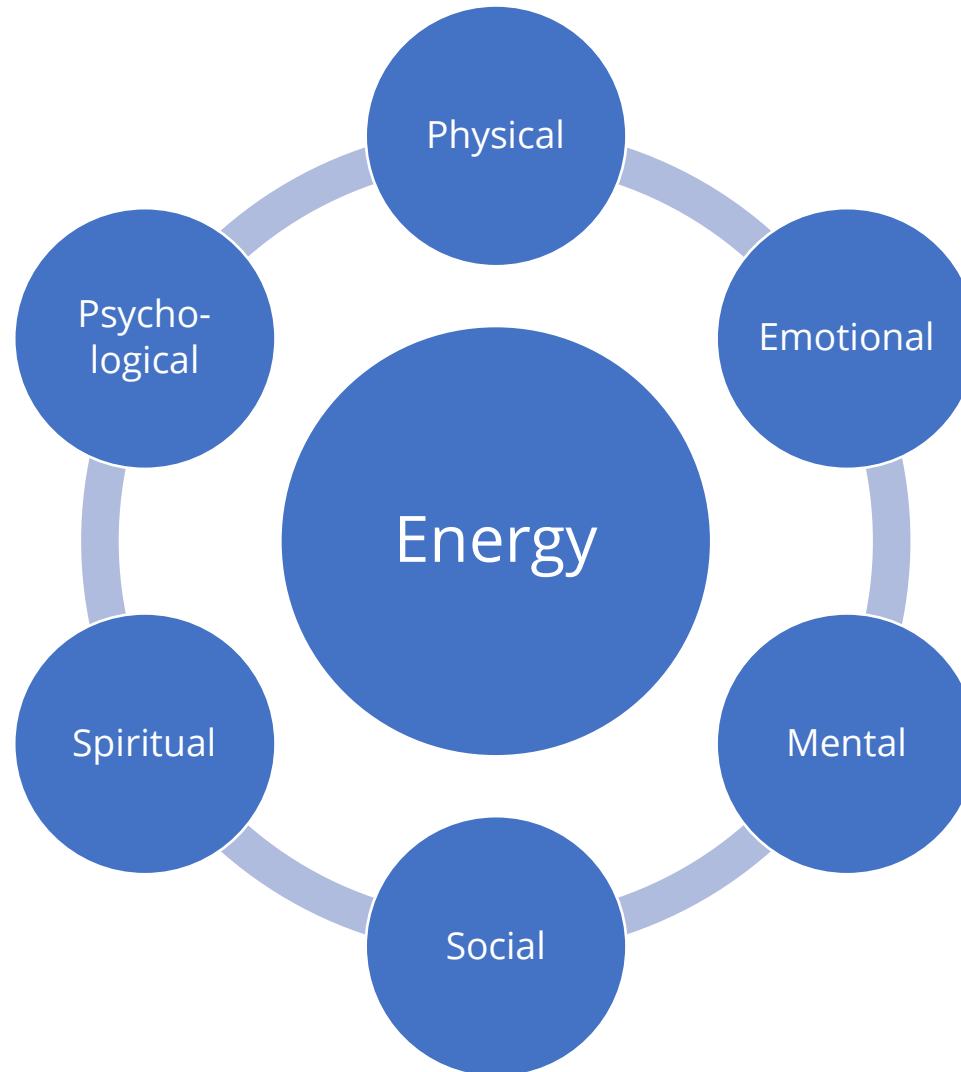


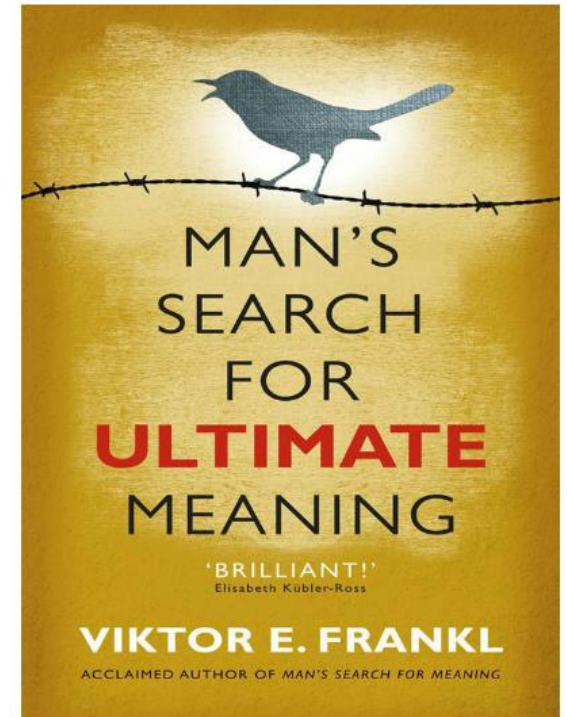
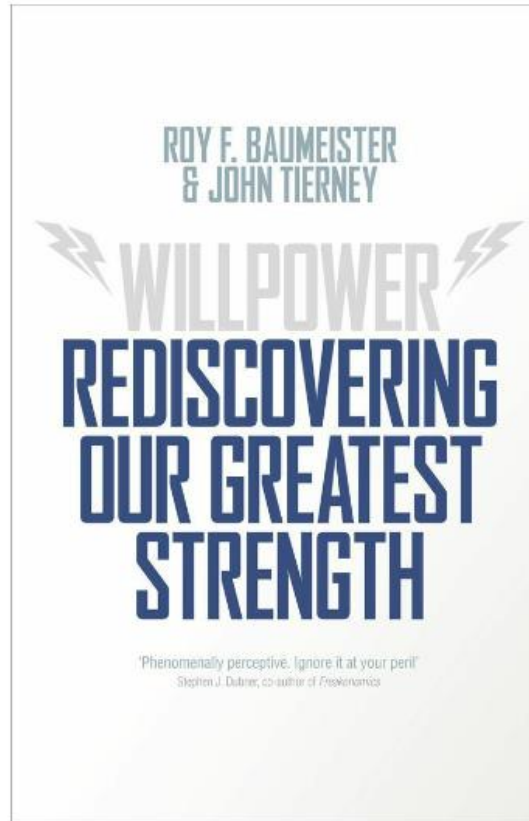
*The success
of an
intervention
depends on
the interior
condition of
the
intervenor.*

Bill O'Brien,
former CEO
Hanover
Insurance



Energy for change





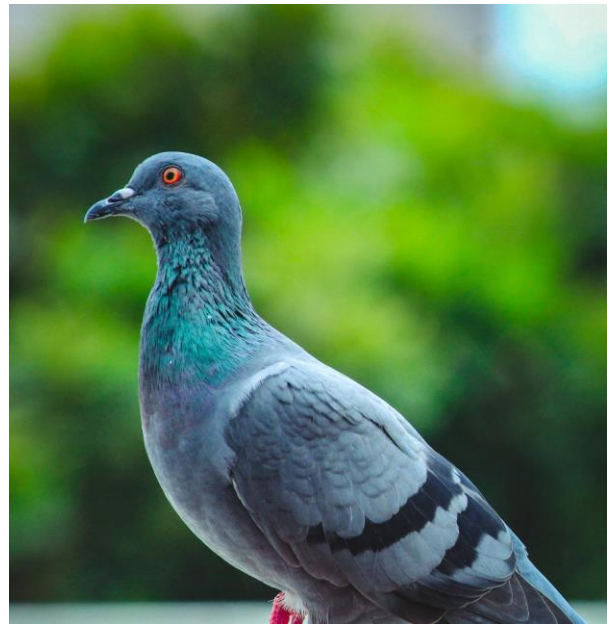
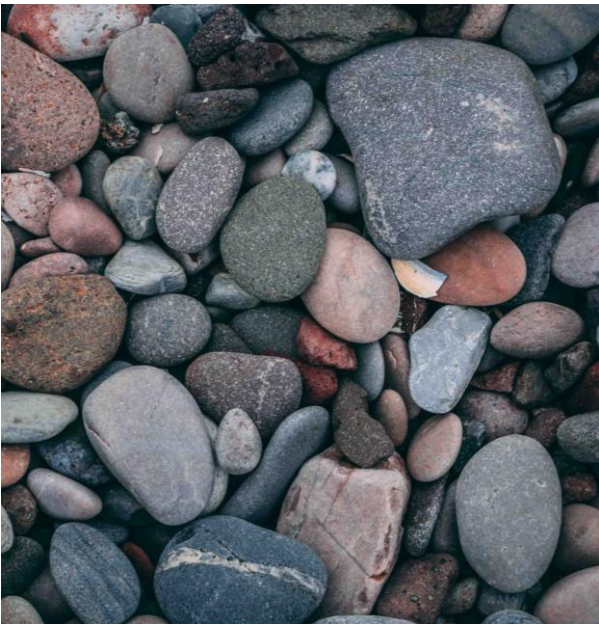


Change

Adapt or...?

"According to Darwin's Origin of Species... it is not the strongest that survives; but the species that survives is the one that is able best to adapt and adjust to the changing environment in which it finds itself."

Leon C. Megginson, Louisiana State University, 1963



Based on a presentation by Dr. Douglas Eby and Dr. Donna Galbreath of the Southcentral Foundation Health system in Alaska





YEAH!!

Appreciative inquiry

"AI is about the search for the **best in people, their organizations, and the strengths-filled, opportunity-rich world** around them...

AI is a **fundamental shift in the overall perspective** taken throughout the entire change process.... to "inquire" into that system's **strengths, possibilities, and successes.** "

Stavros, Jacqueline, Godwin, Lindsey, & Cooperrider, David. (2015).

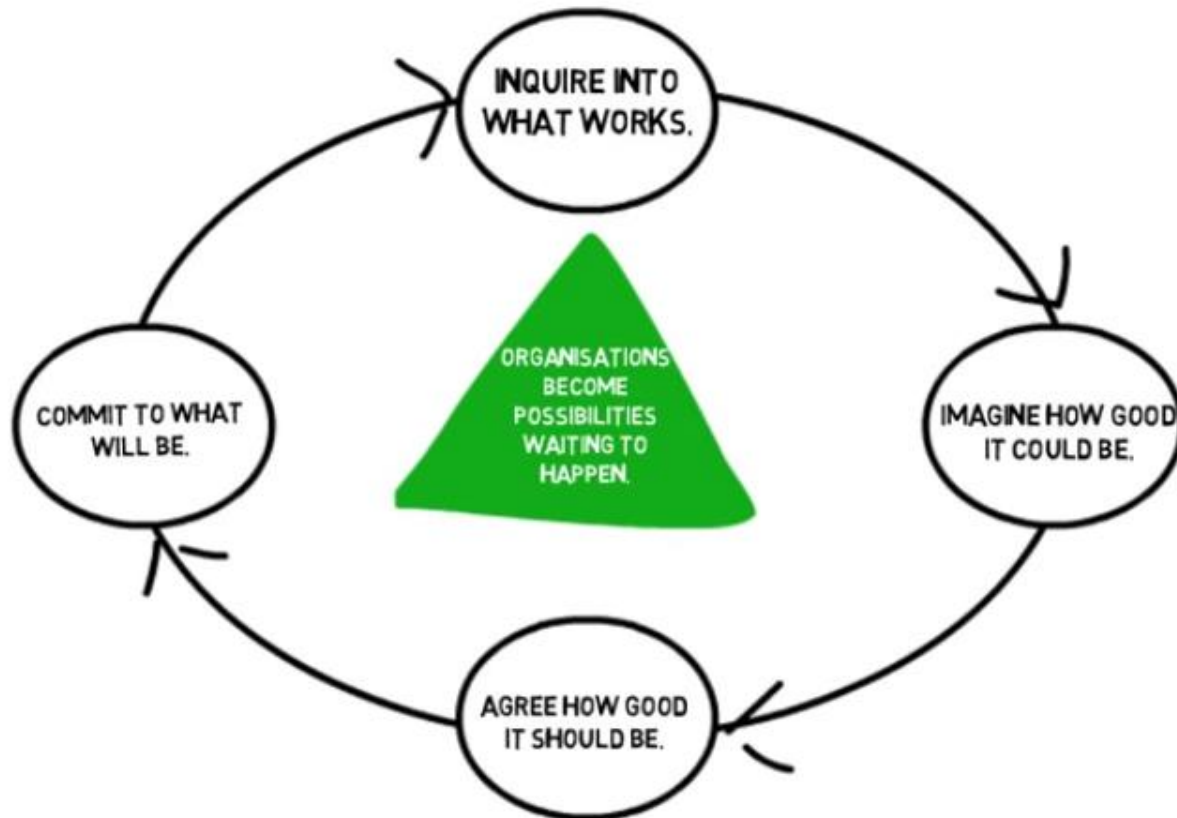
Video

video 3m43s

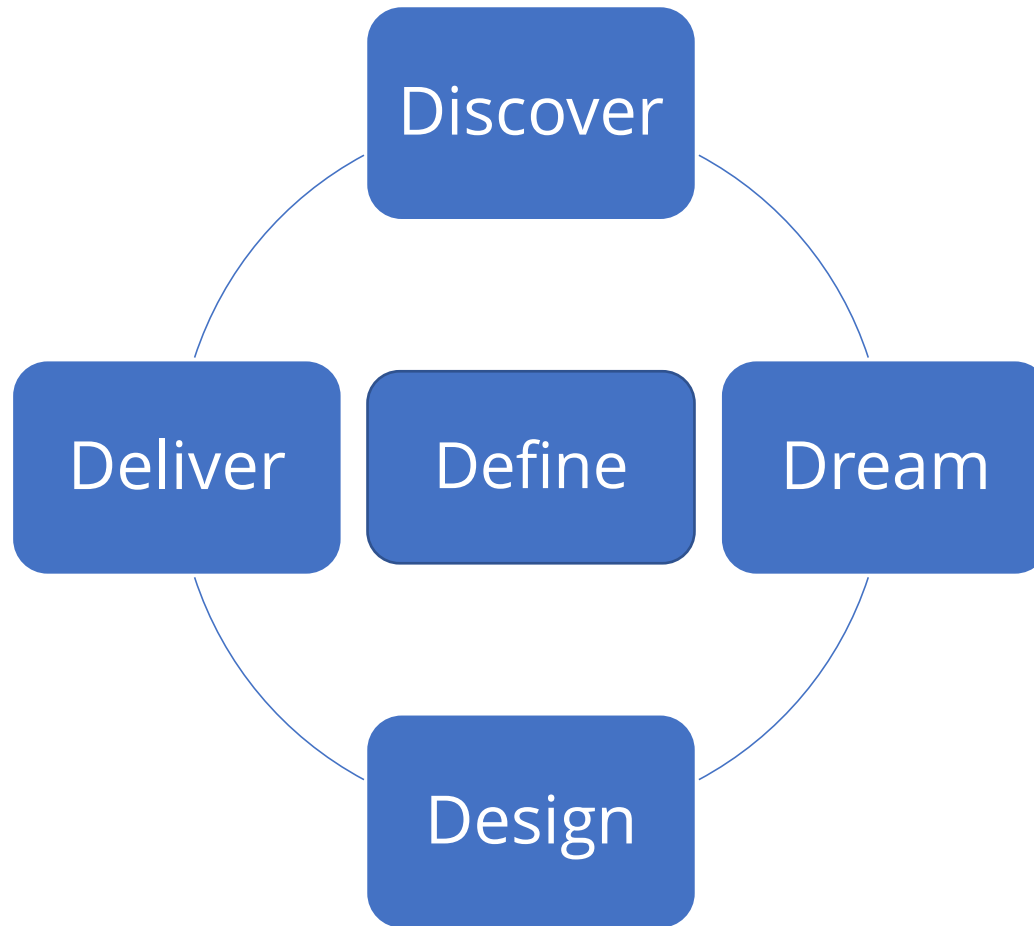
https://www.youtube.com/watch?v=apqKi_m6Ejs&feature=youtu.be



Let's start with what is already working...



Appreciative inquiry approach



Quick recap

- Your internal condition is critical to the success of any change
- Psychological safety is important for high performance
- Change and improvement requires energy
 - Yours
 - Other people's
- Organisations don't change – people do
- Appreciative inquiry
 - Focus and build on strengths and resources you already have



Change management approaches

**Kotter,
Leading Change**

**Lewin,
Three step model**

**Lewin,
Force field analysis**

**Kotter,
Accelerate**

**Bridges,
managing transition**

**Senge,
Systemic model**

**Change First
People Centered
Implementation™**

**Heifetz and Linsky
Technical and
adaptive change**

**Di Virgilio and
Ludema, change
through
conversation**

**Bullock and Batten,
Planned change**

**Hiatt,
ADKAR**

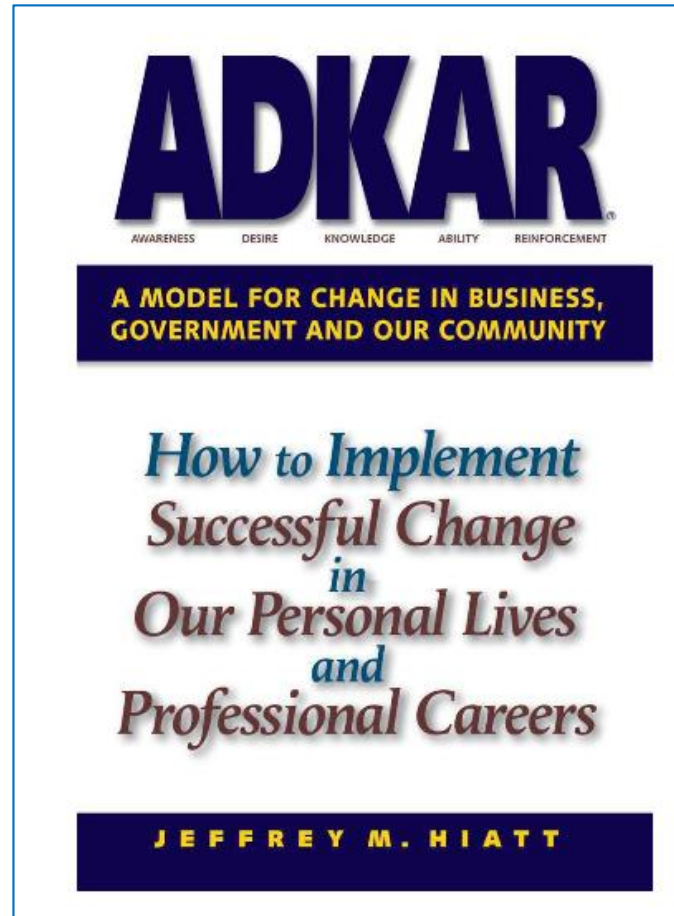


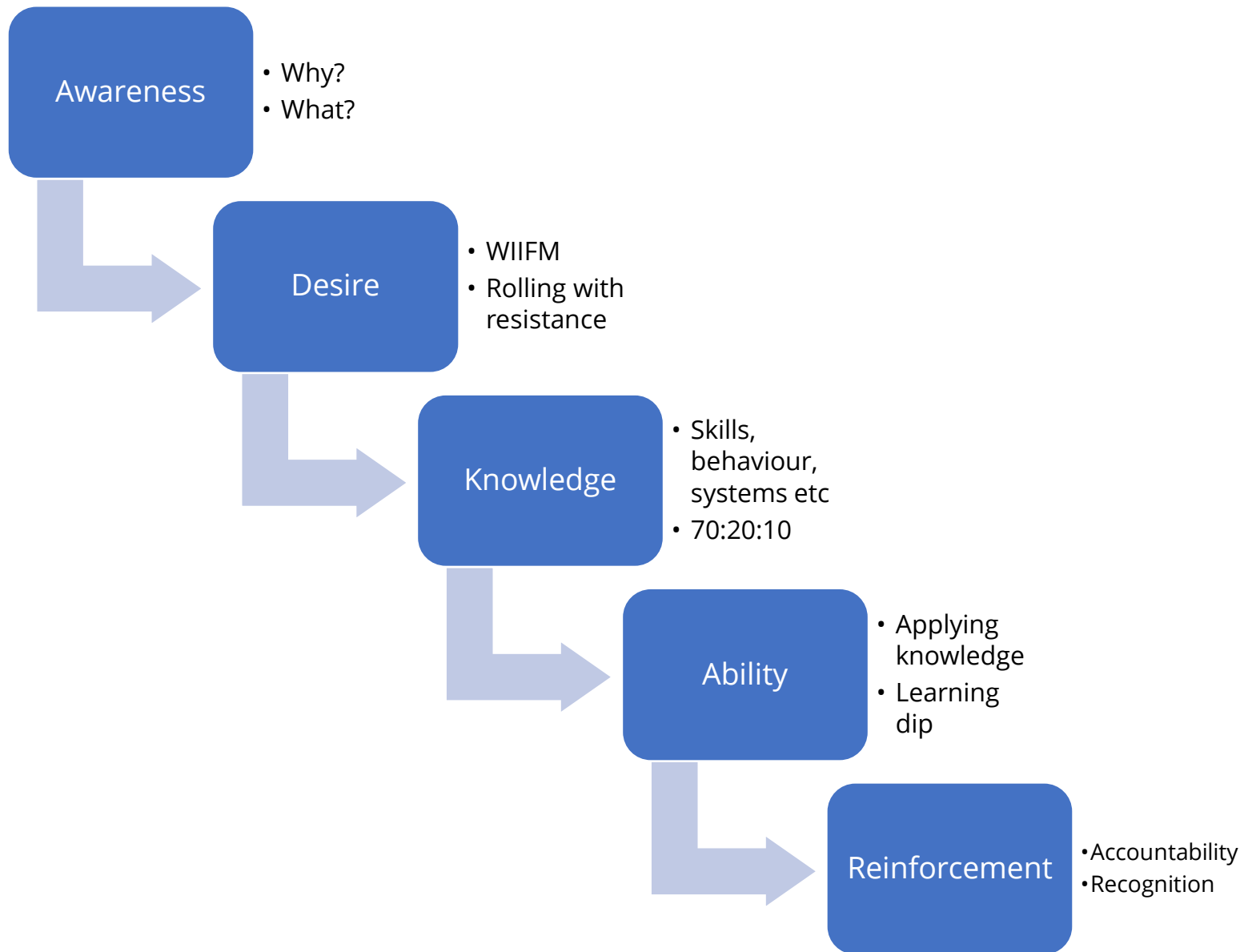
Key elements of managing change

- A focus on people – the who
- The why of change
- That what and how of change
- A focus on communication and engagement
- People are more likely to go along with something that they've had a role in creating – give your people the opportunity to shape any changes wherever you can.
- Monitoring and measuring the change
- Managing and reinforcing the change



ADKAR overview



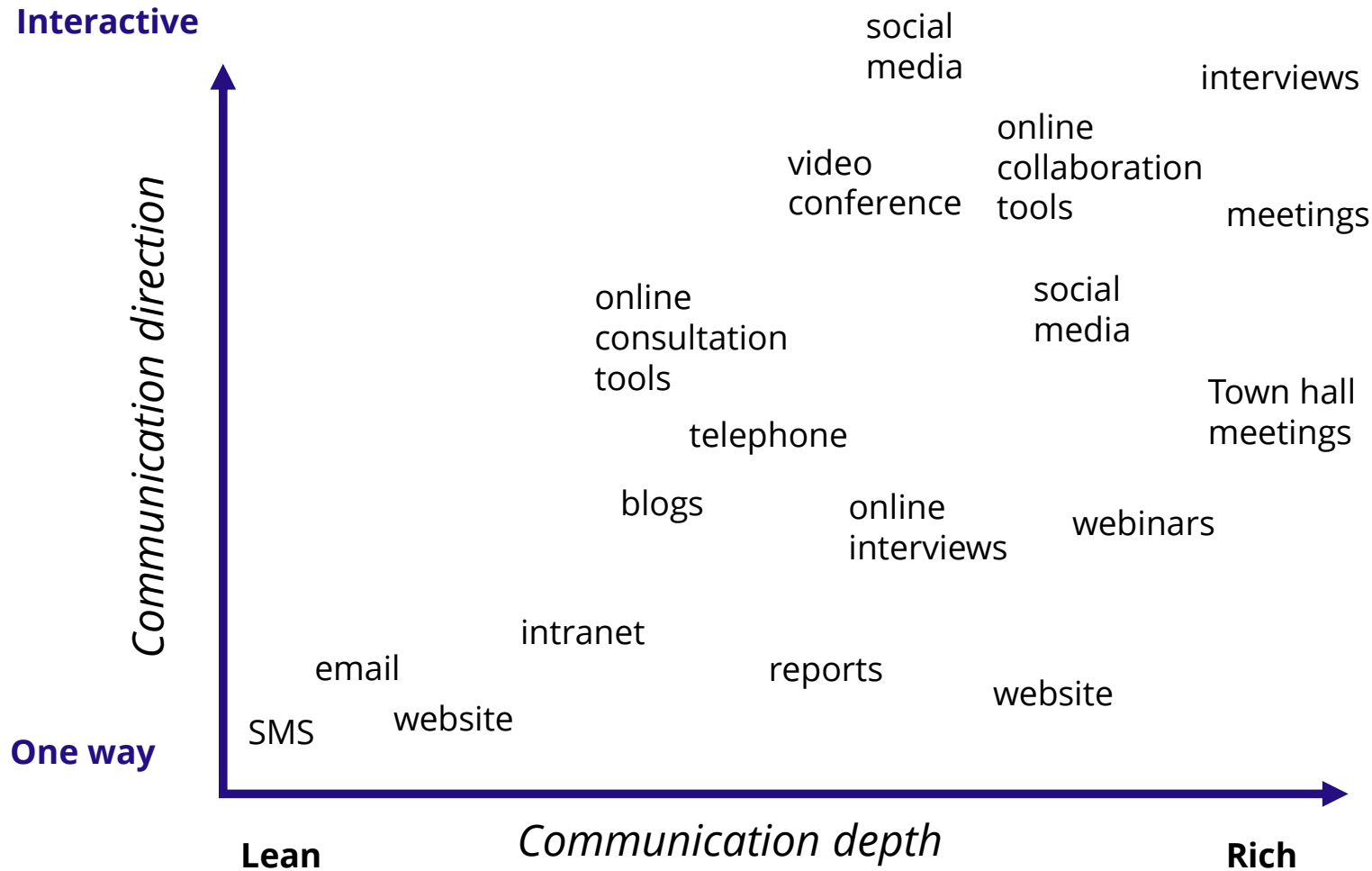


Awareness

- Communication is key
 - Think informal as well as formal!
 - Err of the side of more than less
 - Even if there's nothing to say – tell people there's nothing to say
- Think about who
 - Who needs to know what when?
- Engage wherever possible
 - Interaction, discussion, questions
 - Senior leader for big change – line manager for detail



Choose your technique to match your purpose



Desire



"You can't ever motivate another person, you can only create the conditions within which someone will be able to motivate themselves"

Unknown

WIIFM?





Knowledge



Ability

- Applied knowledge
- Practice
- Safe to fail
- Learning dip

Reinforcement

- Celebrate and recognise achievements on the way
 - Small and big wins
- Environment is important
 - Policies
 - Processes
 - Systems
- Accountability is key
 - Courage to have difficult conversations





Recap

- Your attitude/internal condition = critical for positively leading change
- Importance of psychological safety for high performing teams
- Energy for improvement
 - Yours
 - Your teams
- Organisations don't change – people do
- Birds and stones
- Appreciative inquiry
 - Stories based on strengths, resilience and existing resources
- ADKAR – a practical tool for engaging people in change
- Change coaching – get in touch!



References and bibliography

Internal condition of the leader

- <http://www.dailygood.org/story/450/uncovering-the-blind-spot-of-leadership-c-otto-scharmer>

Energy for change

- <https://theenergyproject.com>
- <https://www.slideshare.net/HelenBevan/building-energy-for-change-61197815>
- <https://www.slideshare.net/NHSChangeDay/unleashing-energy-for-change-helen-bevan>

Appreciative Inquiry

- [Appreciative Inquiry Commons - a resource library](#)
- [Thin Book of Appreciative Inquiry](#)
- [Video](#)
- Stavros, Jacqueline, Godwin, Lindsey, & Cooperrider, David. (2015). *Appreciative Inquiry: Organization Development and the Strengths Revolution*. In *Practicing Organization Development: A guide to leading change and transformation* (4th Edition), William Rothwell, Roland Sullivan, and Jacqueline Stavros (Eds). Wiley



References and bibliography (cont)

Change happens through conversations

- [Let's talk: Creating Energy for Action through Strategic Conversations, Di Virgilio and Ludema, 2009](#)
- [Crucial Conversations Kerry Patterson](#)
- [Getting to yes book](#)
- [Getting to yes training](#)

ADKAR model of change

- <https://www.prosci.com/adkar>

Stakeholder mapping and planning

- <http://www.tools4dev.org/resources/stakeholder-analysis-matrix-template/>



References and bibliography (cont)

Other change management models

- <https://www.kotterinc.com/book/leading-change/>
- <https://www.kotterinc.com/book/accelerate/>
- [People Centred Implementation](#)
- [Theory U](#) – large scale systems change
- [Book: Making Sense of Change Management, Cameron and Green](#)

Psychological safety in organisations

- <https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it>
- [What is psychological safety?](#)

Adapt and survive!

- <https://www.bristolaquarium.co.uk/blog/uncategorized/severed-starfish-leg-growing-a-new-body/>



Stay in touch – any questions?

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