Building a change management strategy

Tony Quinlan

Business Alchemist

Narrate
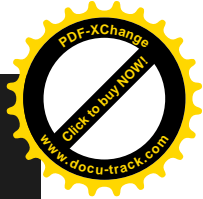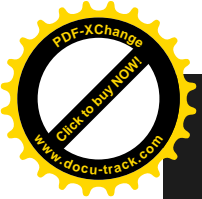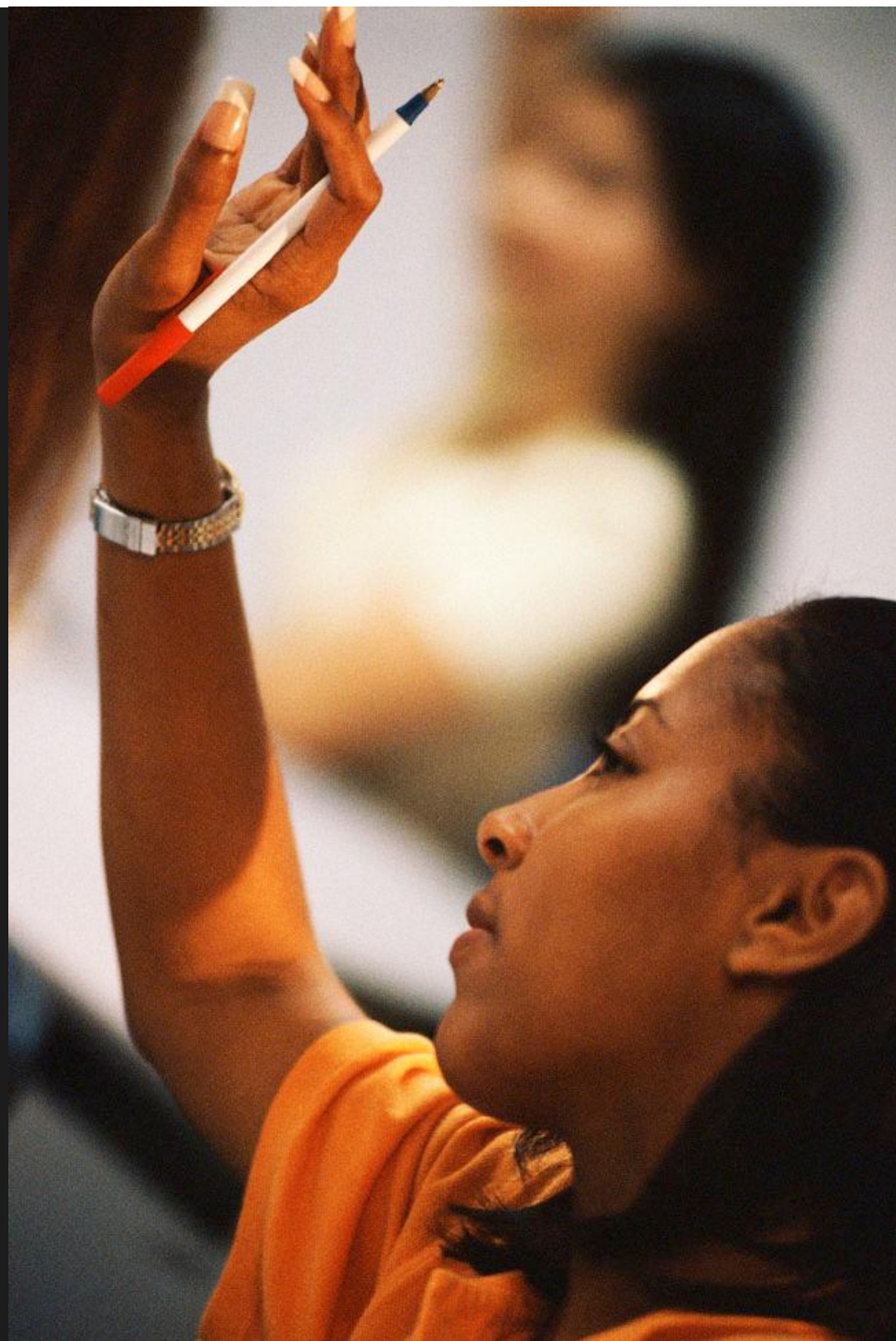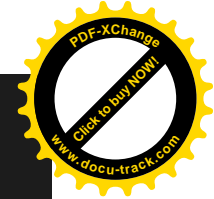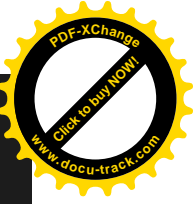
National Speed Limits (mph) - UK

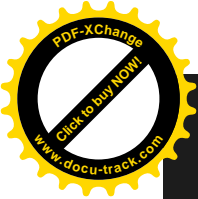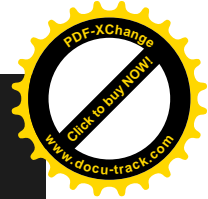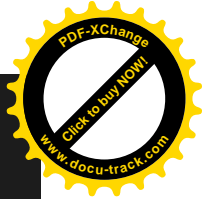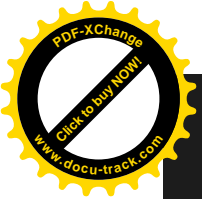| Vehicle type	Built up areas	Open areas single carriageways	Open areas dual carriageways	Motorways
Cars	30	60	70	70
Cars towing caravans or trailers	30	50	60	60
Buses and Coaches	30	50	60	70
Goods vehicles - under 7.5 tonnes loaded	30	50	60	70
Goods vehicles - over 7.5 tonnes loaded	30	40	50	60

What are you looking for this afternoon?
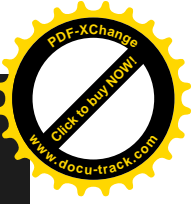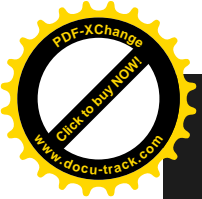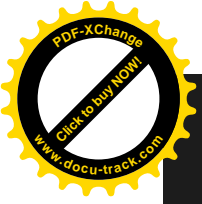
Engaging, assisting, inspiring

- Not about persuading people

- Not about a 12 step process

- There are no magic bullets

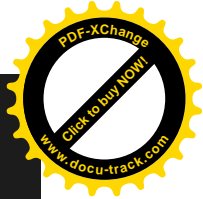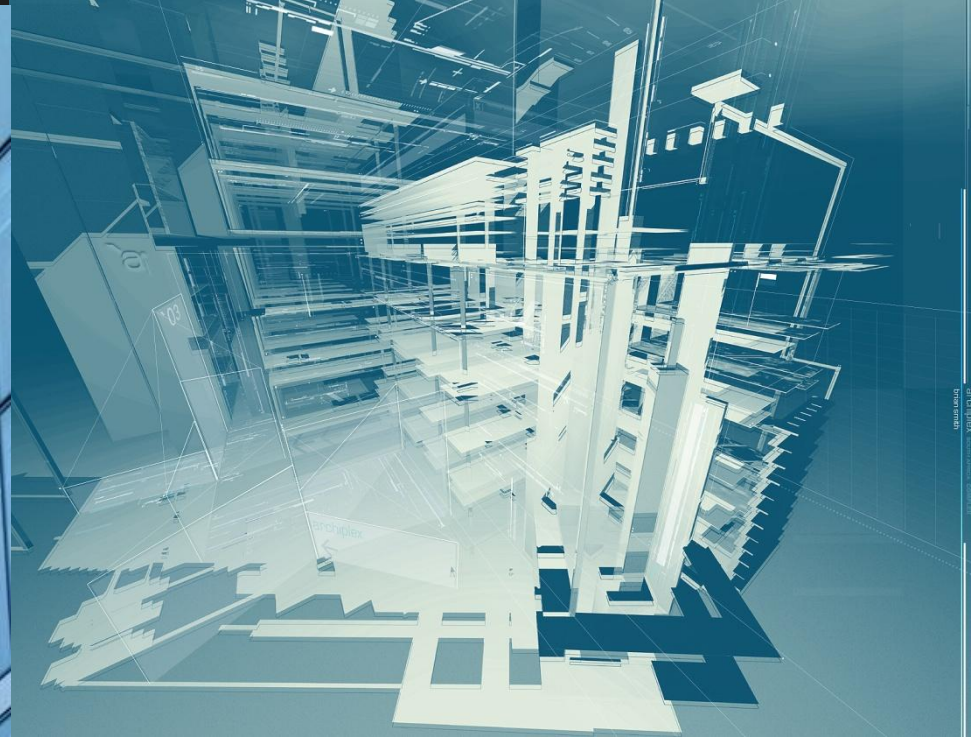- Change is never efficient in the short-term

The alternative approach

- Complex
- Emergent
- Influence, not control
- People-oriented
- Cognitive neuroscience

Complexity in Times of uncertainty
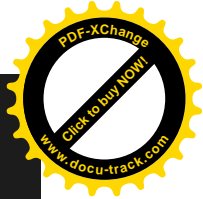
Cynefin domains

complex
Probe
Sense
Respond

complicated
Sense
Analyse
Respond

chaos
Act
Sense
Respond

simple
Sense
Categorise
Respond

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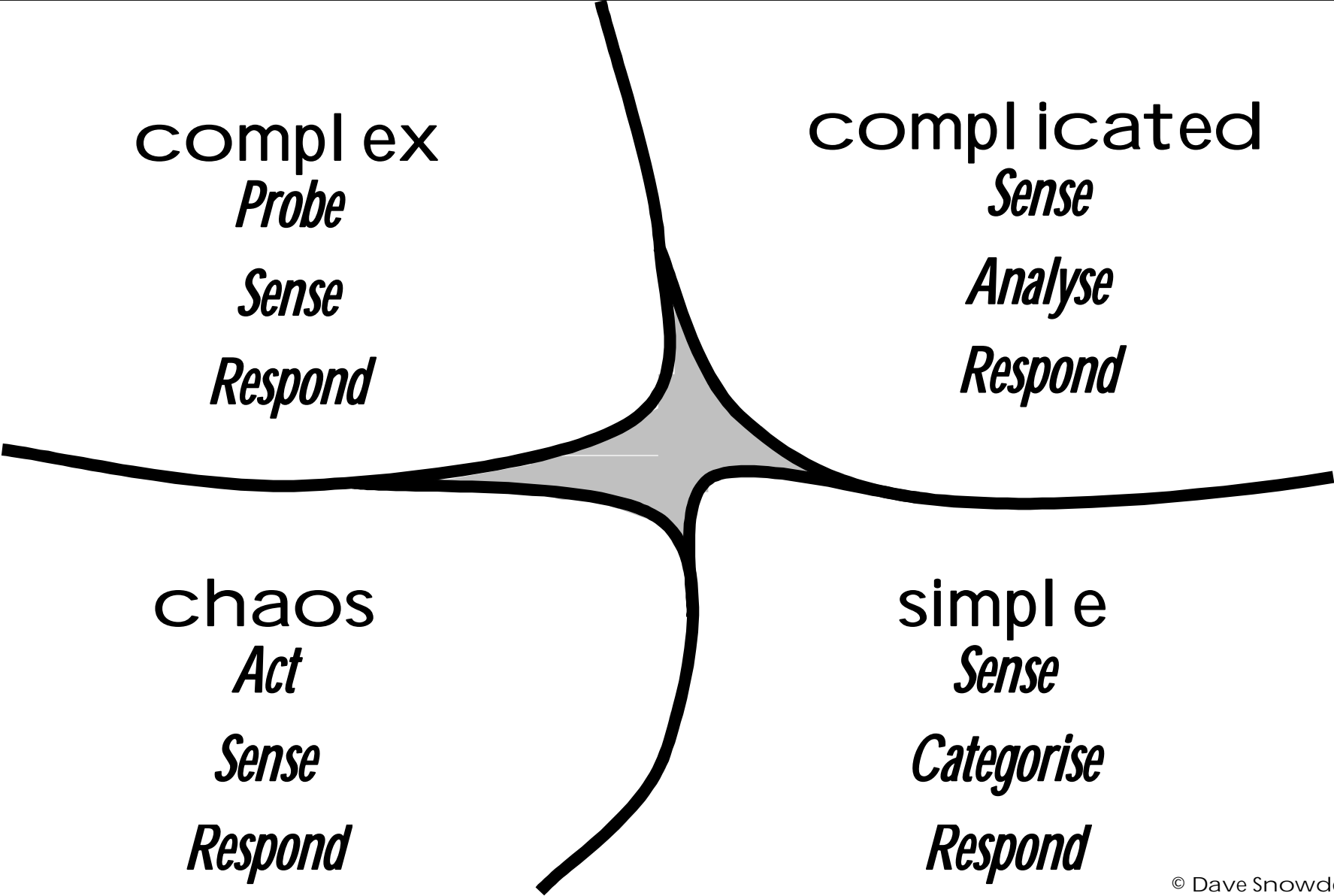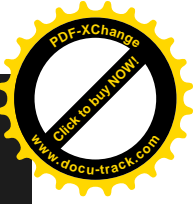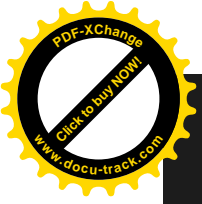
Complexity vs complicated

- Can you predict with certainty the end result of the process?

- NB "Hope" does not count...

The implications of complexity
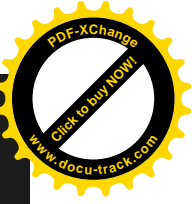
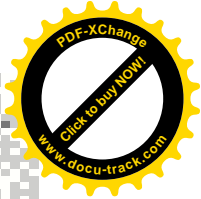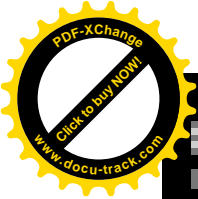- Small differences at the start create big differences by the end … so different organisational cultures require different processes

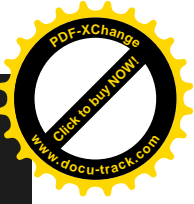- In retrospect, we can see how, where, when and why things happened … *but prediction is impossible*
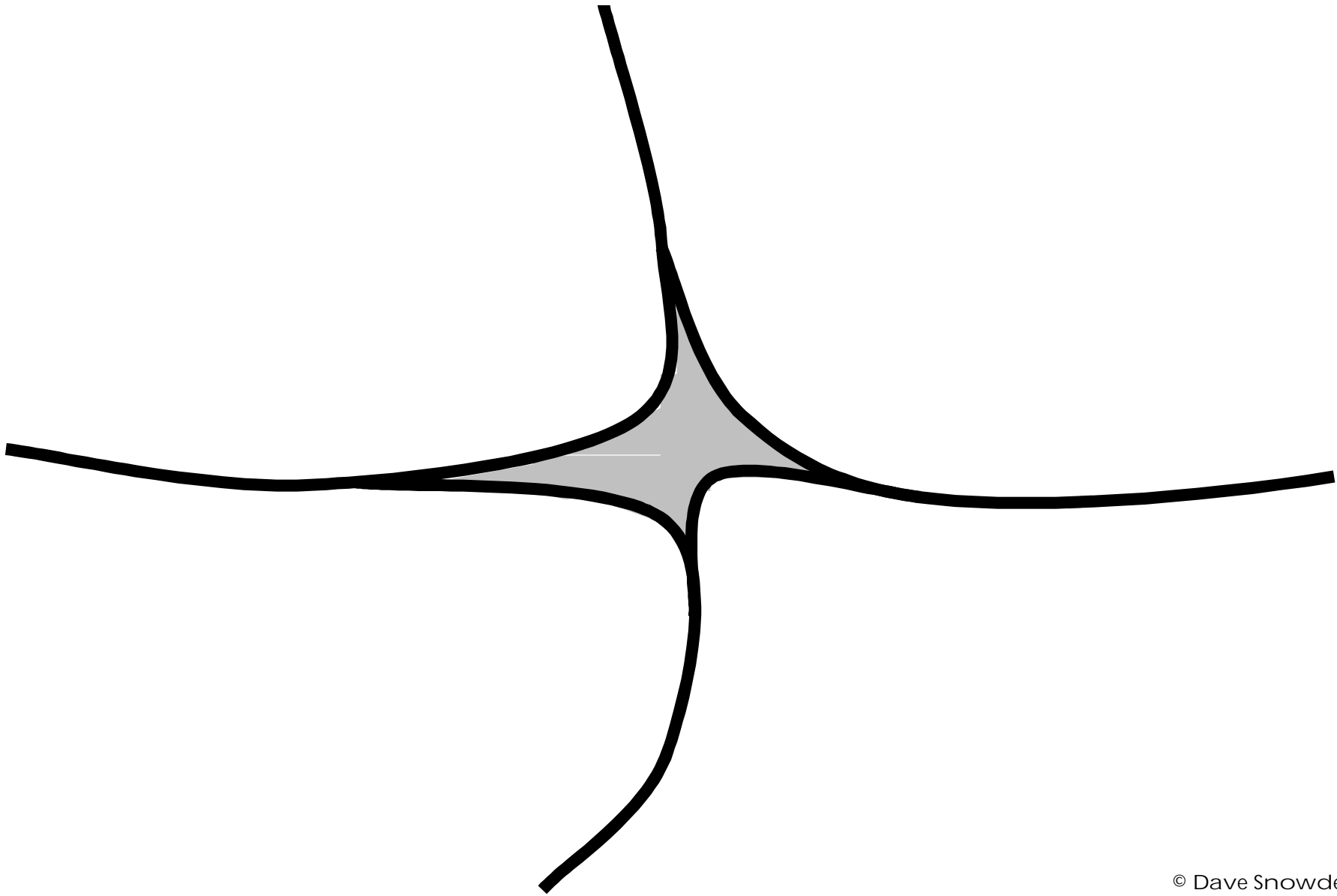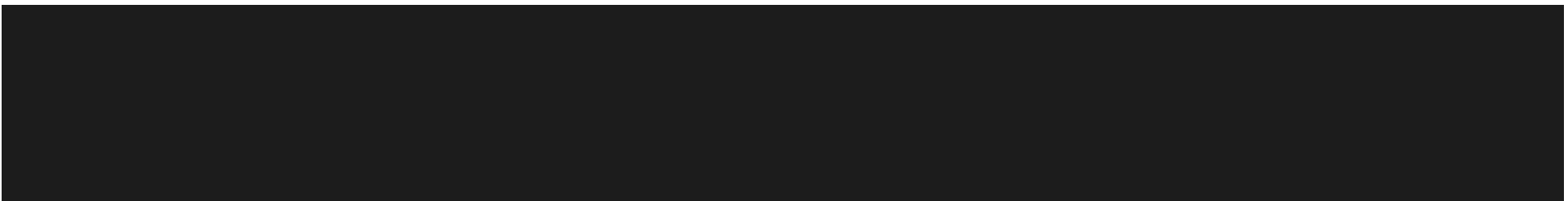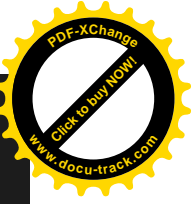
Perspective Filters

Perspective Filters

- Odd One Out
- Repeating patterns

- Perspective filters are based on previous experiences and on examples we have heard

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Implications for change programmes

- Which quadrant?
- What does that tell us?
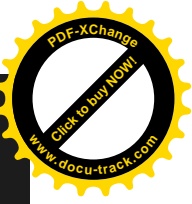
The vision of change
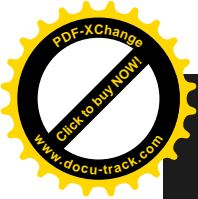
The Jour ney of Change
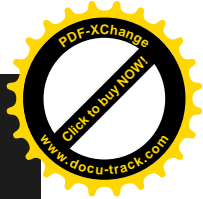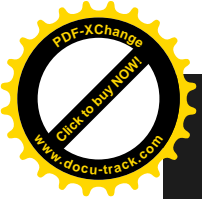
First Responses

The narrate approach

- Illuminate patterns of seeing the world
  - Where are they really?
- Create processes for people to work through their own change
- Look at obstacles and pitfalls, not just milestones and successes

Changing mindsets is evident in changed mindsets, not a comprehensive report

Where are we going?

- Where do we want to be?

- Where do we really believe we'll be?
  - Organisation-limiting beliefs

The starting point

- Understand mindsets
- Force discussions
- Avoid rose-tinted glasses
- Sensitise people to the subtle choices
- Build awareness of pitfalls/signposts

Possible tools

- Emotional Audits
- The Future, Backwards
  - Cognitive Edge tool

The Future, Backwards

- Draws out previous experiences
  - And the resulting cognitive patterns
  - Often dramatically different within organisations
- Creates positive and negative futures
- Builds possible routes to the futures
  - But working *backwards*

The Future, Backwards

- Multiple groups working in parallel
  - Watch for overlaps between groups and between –ve and +ve
- Review and interrogate each other's models
- Highlights simple changes and turning points
- Raises awareness of milestones to disaster

"Every person's map of the world is as unique as their thumbprint. There are no two people alike. No two people who understand the same sentence the same way... So in dealing with people, you try not to fit them to your concept of what they should be."

Milton Erickson
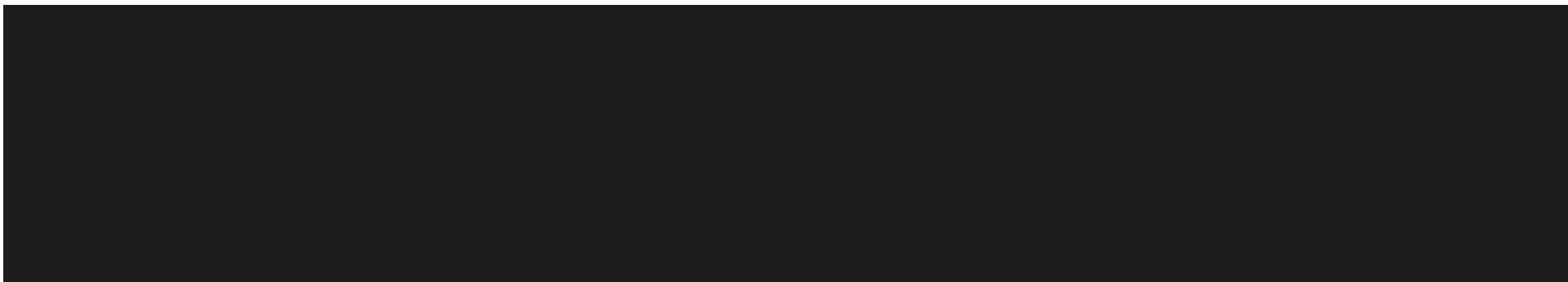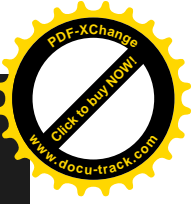
Frameworks for understanding and communicating change

Heroes and Villains

- Allies, mentors, guardians

- Archetypes in the organisation

  – Complex archetypes

- Changing perspective to allow greater understanding and drive for change

Vive la resistance

- Arguments are engagement
- Seek to understand
- Lack of action is not necessarily deliberate resistance to the change
  - We value what we lose more than what we gain
  - Understand what they believe they will lose

- Recall a time when you felt most excited/most despondent about making things change in your organisation. What happened?

Help them make the abstract personal

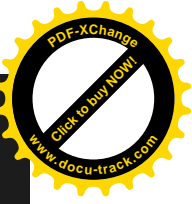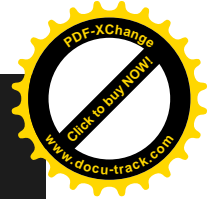- Their feelings and perceptions trump your theories and facts

- Real, relevant and dirty, not clean and idyllic

- Senses appeal
  - Touch, hear, see, feel, smell
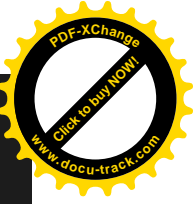
- Personal as well as professional

Endings and grieving

- To identify the blockages in slow-changing areas
- To start the change-averse moving
- To draw a line under the "Good Old Days"

- Listen to the nostalgia stories
- Look at the day to day experiences
- Identify psychological losses
- Help managers to help their staff
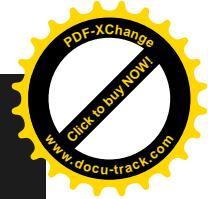- Help staff devise bridges
- Clarify gains

Leadership

- Listening to customers, staff, partners
- Modelling the behaviours you aspire to
- Honesty and authenticity
- Different actions in different contexts
- Multiple examples and models of leadership

Sparking discussion

- To engage staff with ideas and expectations of change
- To build common understanding and language
- To give staff a sense of ownership and responsibility

- Events based on facilitated roundtables
- Initiate discussions in team meetings around real life cases
- Feedback from the highest levels on the solutions/comments that emerge
- Give blogs to key influencers and frontline agents
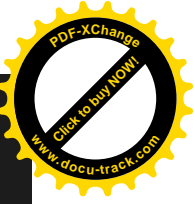- Newsletters at coffee machine/smokers corner
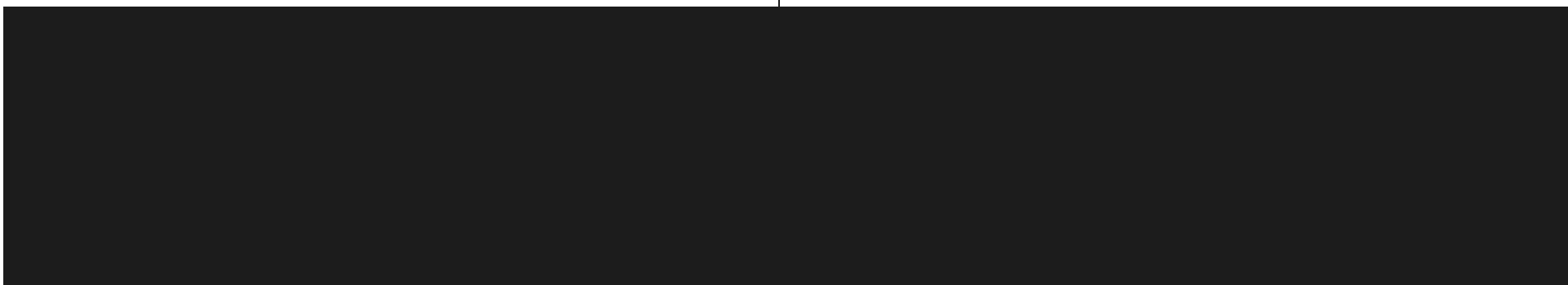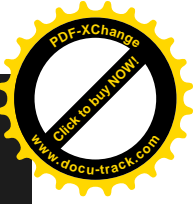
Changing perspectives

- To change people's perceptions of obstacles/behaviours
- To focus on the real customers
- To challenge and innovate processes

- Build customer archetypes, not stereotypes, from real information
- Listen to customer stories
- Guide staff to reflect on their own experiences
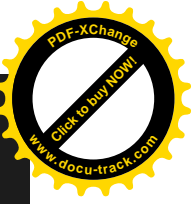- Identify touchpoints

Induction

- Why is it important?
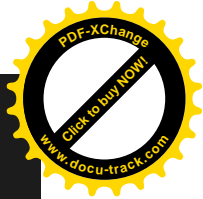- Investment from the top
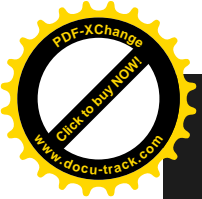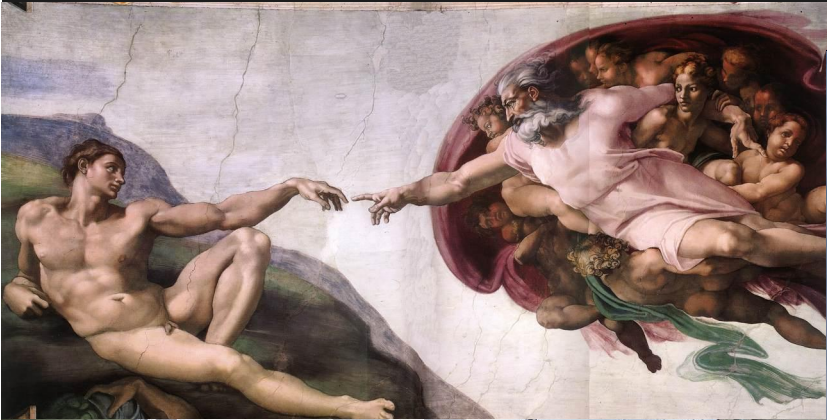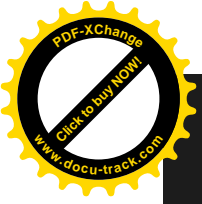- E-communications – CD ROM

Re-writing history

- A powerful tool for change
- Formal history of the organisation
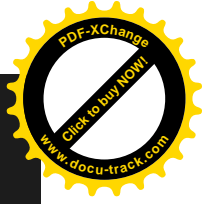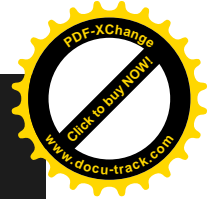- What's the story?

Corporate legends

What's the first complex probe for you?

Be br ave

Tony Quinlan

Business Alchemist

e: tony@narrate.co.uk

t: +44 (0) 1525 861590

m: +44 (0) 7946 094 069

www.thenarrateblog.com