Making Change Stick

The seeds of effective change must be planted by embedding procedural and behavioural changes in the organization long before the initiative is launched.
The Myth of Progress

• Distinction between change and progress

A lot of improvements in golf clubs

Golf scores have remained absolutely stable
• **Before**, when we talk about the future we talked about possibilities for **progress**

• **Now** we talk about the possibilities for **change**

• Have we deliberately lowered our expectations?, or

• Are we pretending that we are talking about progress, when all we are doing is talking about change?
Change Initiatives

• Announced by senior management as a new and bold initiative aimed at generating dramatic performance improvements
• Calls for sweeping changes in the organization’s procedures, systems and culture
• Launched with great fanfare and a substantial investment of resources
• Years later, the organization looks back and wonder what went wrong
Negative Effects

• Initiatives did not produce expected economic benefits
• Only short-term improvements are made
• Organization slips back into the old rhythm
• Fails to produce sustainable changes in process, behaviour or culture
• Dismiss as just another “flavour of the month”
• Senior management loses credibility
• Future initiatives met with widespread skepticism
More than 2/3rd of Change Initiatives fail

Change-Management Programmes decreasing in popularity
“Unfreeze-Change-Freeze”

- The three phases of the change process
- “Unfreeze” – leaders create a sense of urgency and seriously challenge existing ways of doing things
- “Change” – new processes and systems are introduced
- “Freeze” – Changes are institutionalize
“Unfreeze”

• Leaders create a sense of urgency
• Challenge existing ways of doing things
“Change”

- New processes and systems are introduced
“Freeze” Institutionalizing Changes

- Embedding procedural and behavioural changes in the organization
- Must be carried out long before the roll out of the change initiative
Four Critical Processes

- For institutionalizing Change
  1. Chartering
  2. Learning
  3. Mobilizing
  4. Realigning
- Enable organizations to avoid the “flavour of the month” trap
- Rely on understanding the mix of task-related, emotional and behavioural factors
# The Four Antecedents Processes

<table>
<thead>
<tr>
<th>1. Chartering</th>
<th>Organization defines the change initiative purpose, scope and how people will work with one another</th>
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<tbody>
<tr>
<td></td>
<td>▪ Boundary Setting – defining the scope</td>
</tr>
<tr>
<td></td>
<td>▪ Team Design – Defining roles, responsibilities, norms and ground rules</td>
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# The Four Antecedents Processes

## 2. Learning

<table>
<thead>
<tr>
<th>Managers develop, test and refine ideas through experimentation before full-scale roll-out</th>
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<tbody>
<tr>
<td>- Discovery – Data and information gathering to define goals of change and means of achieving objectives</td>
</tr>
<tr>
<td>- Experimentation – Testing and refining prior to full-scale roll-out</td>
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</table>
The Four Antecedents Processes

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<tr>
<th>3. Mobilizing</th>
<th>Use symbolism, metaphors and compelling stories to engage hearts as well as minds to build commitment</th>
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<tbody>
<tr>
<td></td>
<td>▪ Storytelling – use of stories and metaphors to create compelling accounts</td>
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<td></td>
<td>▪ Symbolic action – Use of symbols to reinforce credibility and legitimacy</td>
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### The Four Antecedents Processes

<table>
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<tr>
<th>4. Realigning</th>
<th>Reshaping the organizational context, redefining roles and reporting relationships, and identifying new approaches to monitoring, measurement and compensation</th>
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<tbody>
<tr>
<td></td>
<td>▪ Job redesign – changing underlying structures and processes</td>
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<td></td>
<td>▪ Performance Management – Measure effectives of change and incorporate into performance appraisal process</td>
</tr>
</tbody>
</table>
Chartering Process: *Defining project scope and team members’ role*

- Involves two critical components – boundary setting and team design
- Boundary setting: the team defines the scope of the change initiative, i.e., identifying issues and problems it will and will not address
- Team design: defining their roles and responsibilities and rules for working with one another, including how conflict will be managed and difficult decisions made
Learning Process: Discovering what works, then experimenting

- Involves discovery and experimentation
- Discovery: how managers gather data and information to define the goals of the change initiative and the means of achieving those objectives
- Experimentation: an iterative process of testing and refining the components of the change prior to the full-scale rollout
Important to the learning process for two reasons

1. Managers are able to enhance the quality of the new processes, anticipate obstacles and develop more robust solutions.

2. How managers learn proves critical to staff commitment and buy-in.
Mobilizing Process: Using metaphors and Symbolism

- Involves gathering resources and building emotional commitment
- Using story-telling and symbolic action to create a compelling account of the need for the change and explain the specific changes needed
- Metaphors can be used very effectively to convey the details of the change
- Symbolic action involves taking steps to legitimize the change; they provide simple ways for staff to understand, interpret and explain what is going on
Realigning Process: *Changing the jobs and the performance measures*

- Involves redefining roles and changing the way staff performance is monitored and measured
- Human Resources Department involved to alter screening, hiring and promotion practices and retraining staff to understand their new roles and acquire appropriate skills
- Changes in job description implies the overhaul of the ways in which staff and management were evaluated, including new criteria
- Redefining roles and reworking performance measurement ensures a high degree of alignment within the organization
Creating the Enabling Conditions

• Managers need to create conditions which enables staff to take ownership of the new procedures and systems and to integrate and apply in the day-to-day work
• Chartering, learning, mobilizing and realigning help create the enabling conditions
• They occur in three contexts: structural, procedural and emotional
Laying the Foundation for Enduring Change

- Chartering
- Learning
- Mobilizing
- Realigning

- Structural
- Procedural
- Emotional

- Institutionalization
Structural Context

- Involves the reporting relationships, monitoring and control systems and reward and punishment systems
- Influence how people choose to spend their time, the behaviours they choose to engage in and the type of work they wish to pursue
- The chartering process created a new culture of teamwork at the top;
- The learning process helped the team to see how the structural context needs to change;
- The mobilizing process enabled the team to communicate how roles and responsibilities would change; and
- The realigning process shifts the organization’s structural context
- Gradually, the norms and ground rules filtered throughout the organization
Procedural Context

• Refers to the perceptions of procedural fairness and legitimacy that emerged as new systems and processes are introduced.
• Does not mean that the executives abdicate their decision-making authority or that staff always get what they want.
• It does mean that people have a chance to voice their opinions.
• Procedural fairness is important to solicit staff commitment.
• Procedural legitimacy is important to ensure staff accept and adopt planned changes.
Emotional Context

- Change initiatives result in a broad array of feelings and emotions
- Staff are hopeful and energized about the future and emotionally invest in the change effort
- It can also trigger feelings of fear and anxiety
- The chartering and learning processes can make clear that major changes are necessary
- The mobilizing process provides the hope and generate positive excitement, and
- The realigning process force people to come to grips with new roles and responsibilities
Change Initiative

- Need to acknowledge and accommodate behavioural and emotional factors
- For it to succeed, a series of processes must be put in place right at the beginning
- The focus on the four critical processes – chartering, learning, mobilizing and realigning – creates an environment that is receptive to change
- Change leaders must reshape the organizational structure, take the lead in the rollout process that are fair and legitimate, and use a range of open approaches to engage people’s emotions