

Changing your organization



*Or, Some ideas on how to create change in
your organization*

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Presentation Focus



- Internally motivated change
 - External events force change
- Software Development Process
 - Some of this applies elsewhere too
 - IT is about change
- Creating change that survives you
 - Easy to be a dictator

Format



- A few slides - ~45min
 - Interrupt me with questions
- A discussion - ~ 45min
 - Our experiences of change
 - Introducing change
 - Target of change

Why me?



- I've studied change (a little)
- I've read a lot
- I've introduced change at my work
 - Agile/Lean methods
 - Enhanced learning
- These are the theories I've found useful
- These are the actions I've found worked

Who are you?



- Managers in the room?
- Workers in the room?

- You probably have different objectives for the session
 - Ideas and techniques here should help you both

Health Warning



- Do you have legitimacy to introduce change?
 - Is it in your job description?
 - Is it expect of you?
 - Is it necessary to achieve other objectives?
 - Is it the right thing for your organization?
- Just because you can, doesn't mean you should

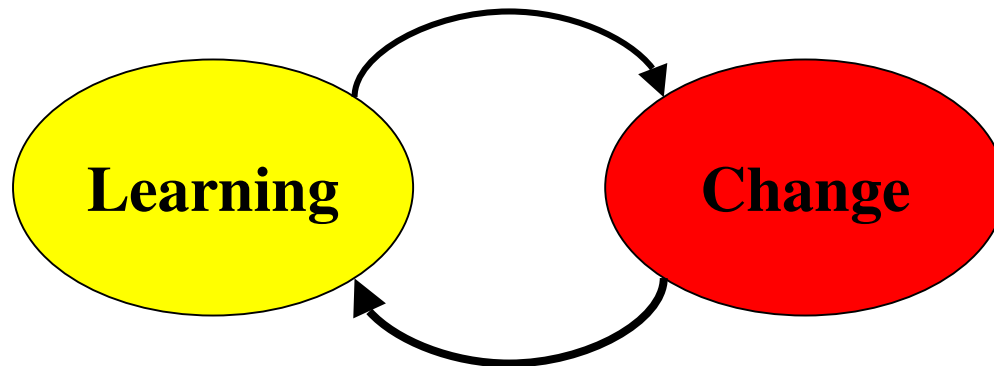
Health Warning 2



- Introducing change can be lonely
 - You are out ahead of the pack
 - Not everyone will follow

Change \Leftrightarrow Learning

- Learning creates change
 - Without change there is no learning
- Change creates learning
 - Without learning there is no change

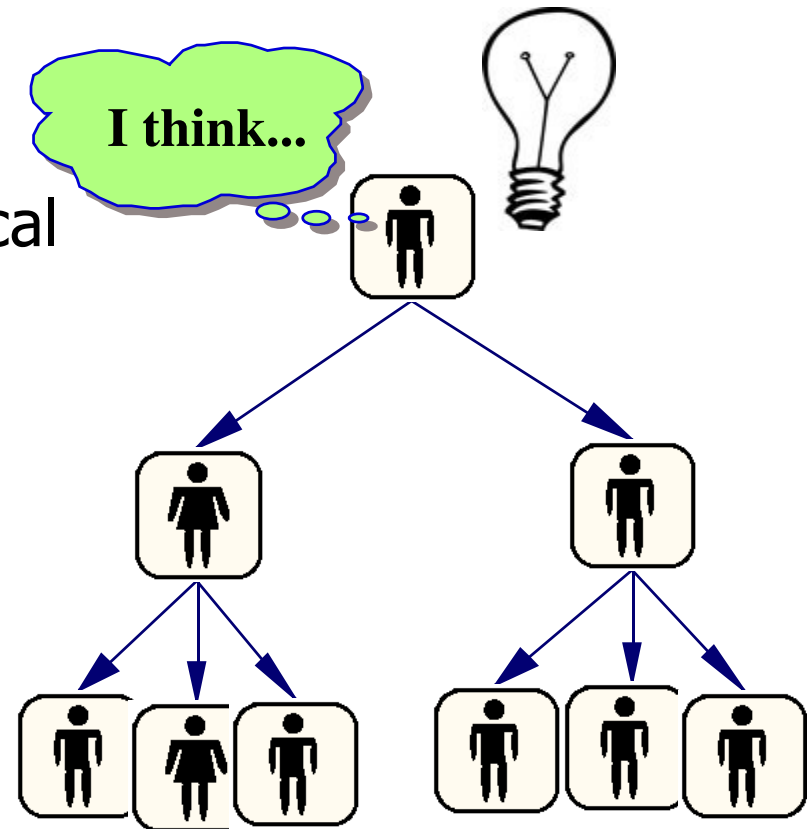


From ACCU 2005 “Leaning” presentation

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Myth: Change from Above

- Might work for a dictator
 - But: Communication, Motivation, Applicability, Local differences, Self-Interest
- Could enforce it but...
 - Bureaucracy? Cost?
 - Self-defeating?
 - Will it out last you?
- Changing behaviour is difficult

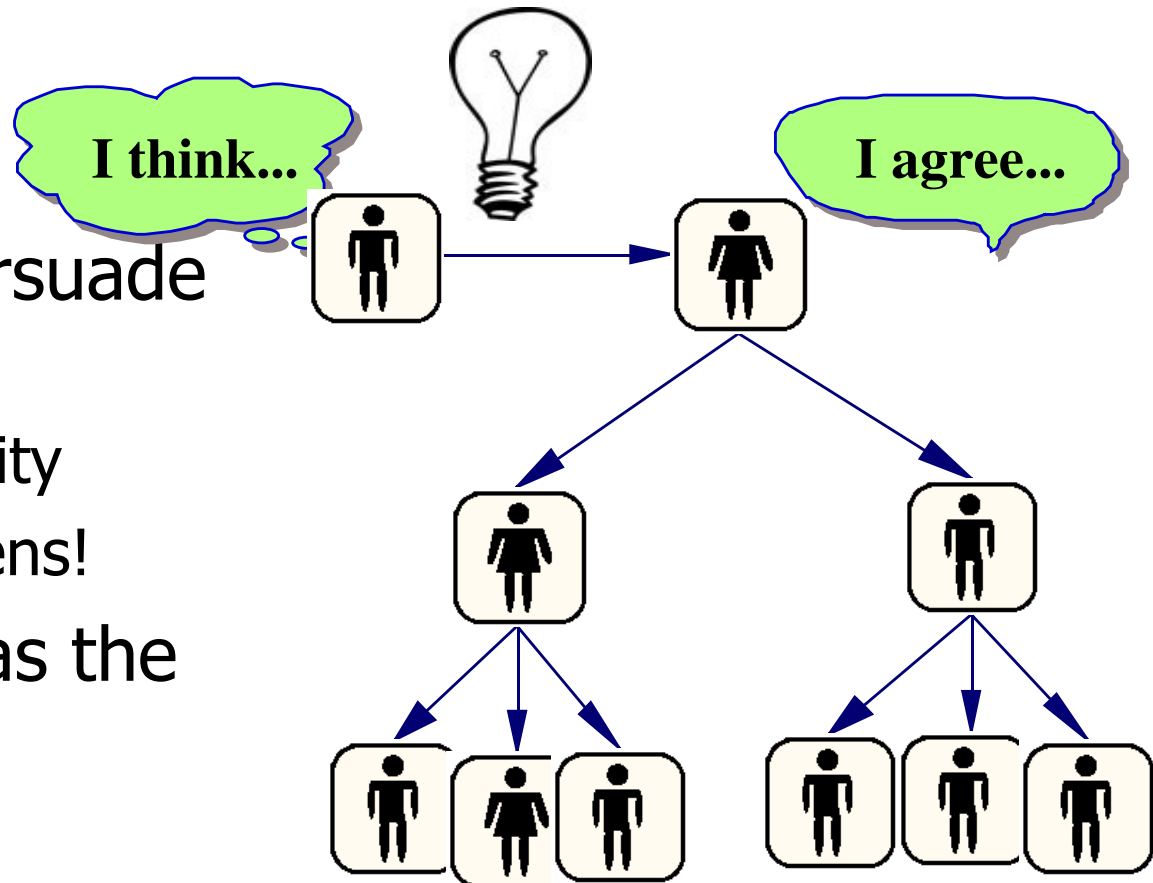


Variation: Persuade the Boss

“I just need to persuade the boss...”

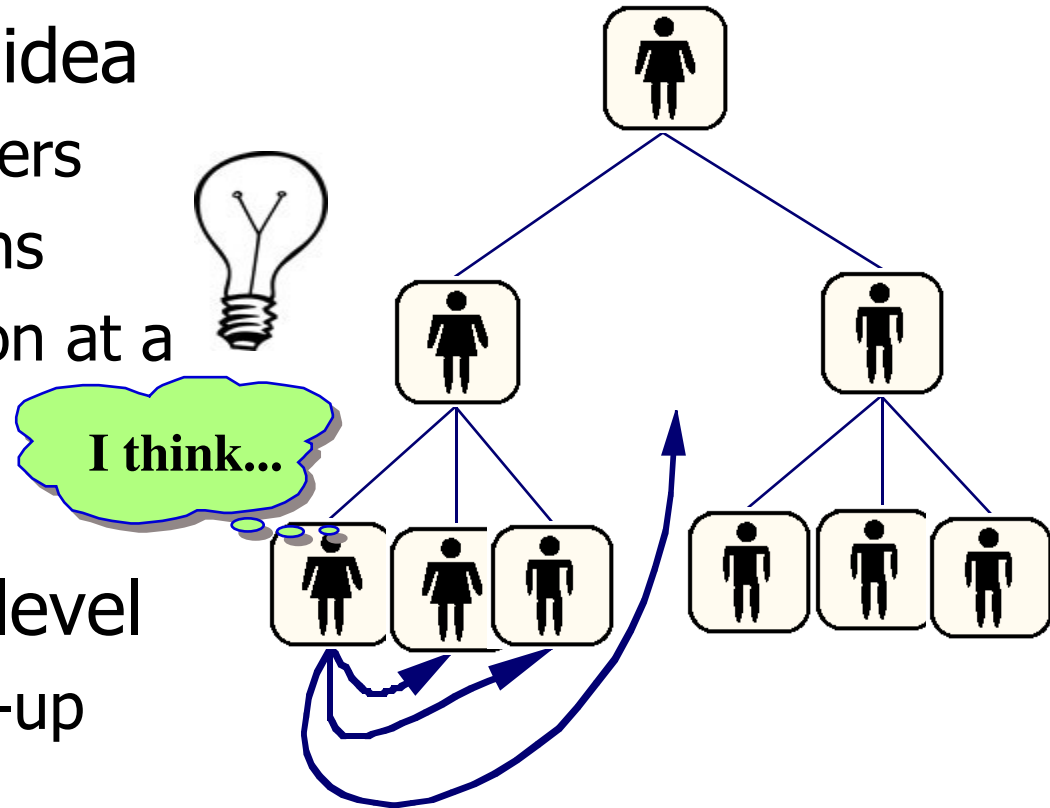
My idea + Authority
= It happens!

- Same problem as the boss' idea



Bottom up change

- You have a great idea
 - You persuade others
 - You build coalitions
 - Change one person at a time
 - Work up
- Can apply at any level
 - e.g. middle-down-up



Change and Leadership



- If you want to create change you need to be a leader
 - Parallel literature on change and leadership
 - Leadership != Management

“Nobody gives you power, You just take it”

- Rossanne Barr quoted by Tom Peters,
Re-Imagine!

Start with yourself



- Are you prepared to change?
 - Lead by example
 - No exceptions for yourself
 - About what you don't do as much as what you do do
- Are you prepared to lead this change?

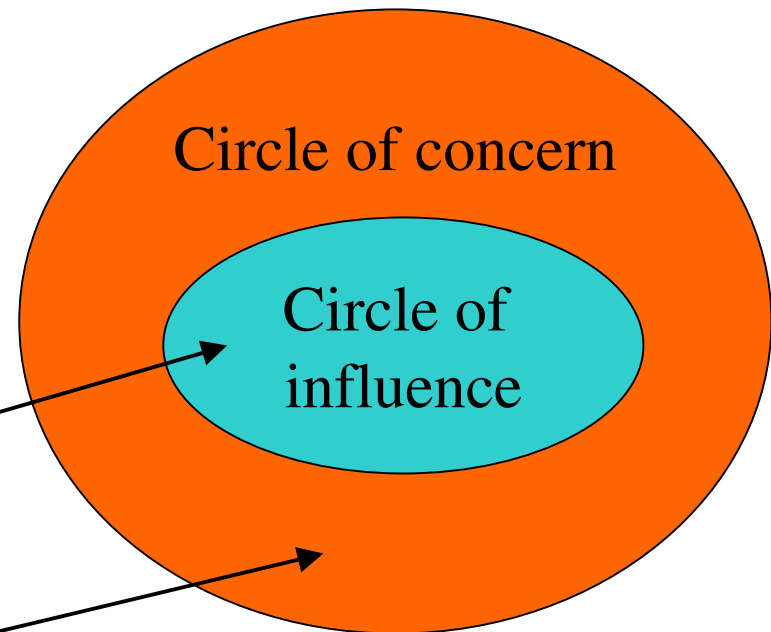
Concern & Influence circles

■ *7 Habits of Highly effective people* (Covey)

- Usually concerned about more than we can influence
- Seek to grown influence by working within influence circle
- Operating outside influence can be counter productive

■ Focus inside influence circle

- Choose your battles



The People around you



- Need to persuade them
 - People are open to new ideas
 - | If the idea is not too crazy
 - | Some ideas will fall on barren ground
 - Some people more receptive than others
 - Find fellow travellers & evangelists
- Not a battle of wills
 - If it is... you have lost already

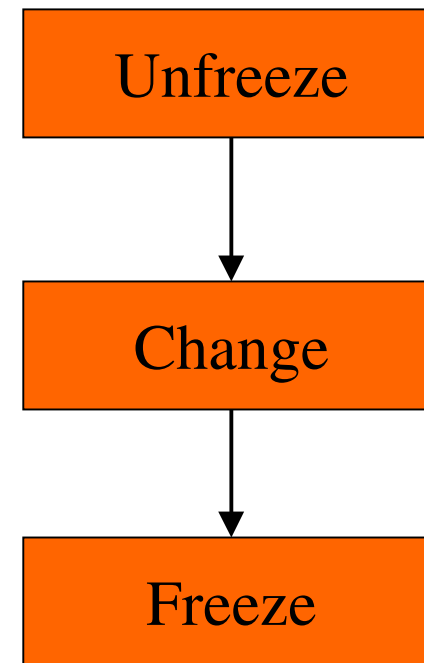
Don't scare people!



- People become more defensive when scared, worried, challenged
 - Defensive people less likely to change
 - Repeatedly asking/telling can create defenses
 - Best to let people decide themselves
- Even if you could fire people who resist change you would scare the remainder

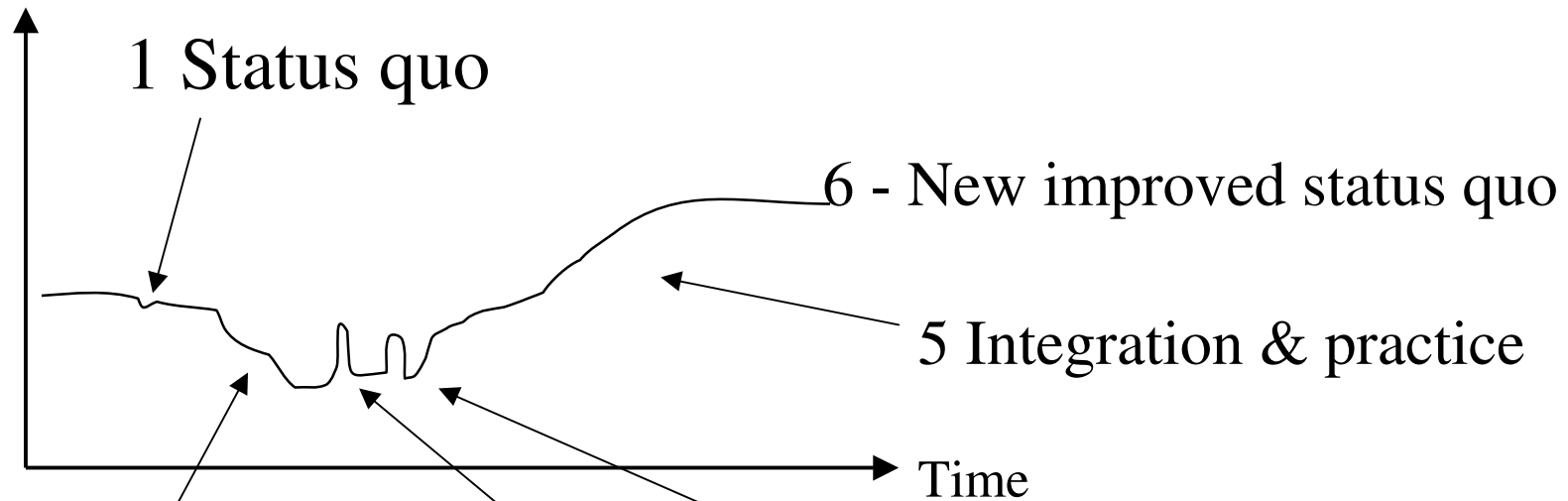
Lewin's 3-step model

- Seed the debate
 - Show the necessity
- Make the change
- Make the change permanent
 - Or just slow down rate of change?
 - Perhaps more applicable for top-down change



Satir change model

Performance



2 Foreign element creates change

3 Chaos - It isn't easy!

4 Transforming idea

Kotter's 8 steps to change



1. Establish a sense of urgency
2. Create a guiding coalition
3. Develop a vision and strategy
4. Communicate the vision
5. Empower broad base for (change) action
6. Generate short term wins
7. Consolidate gains & prepare for more change
8. Anchor new approach in the culture

Seed Learning

- Introduce people to new ideas
 - Starts to “unfreeze”
 - Encourage them to think about differences
 - See who is receptive and who resists
- Try:
 - Book circles, technical talks, group lunches, coaching
 - Ideas from last years talk!
- *Learning* sounds better than *Change*



Space & Time



- People know how to fix problems
 - "Clients always know how to solve their problems" Weinberg 1985*
- Create forums for discussion
- Give time to talk to people
 - Listen - ask questions
 - Let them find their own solutions

Build in Depth



- Learning takes time - ideas sink in slowly
- Let people have their say
 - Create discussion forums
 - And listen to them
- People can be cynical about change and improvement
 - Bad reputation, Too many failed attempts
 - Too many Dilberts

Failure narrative



- Stories of failure can motivate change
 - Unfreeze opinions
 - Create sense of urgency for rapid change
 - “We lost a contract and now we may go bust”
 - But can scare people - *fight or flight*
- What happens when the failure fixed?
 - Declare success and stop?
 - Will it last?

Problem with success...



- Success can lead to complacency
- Why change?
 - It worked last time so why change?
- Who decides what is failure? Or success?
 - Success and failure are “constructed”
- Need to balance failure and success
- Need to appreciate the good

Change brings Risk



- Risk is higher after success
 - Could loose what you have
- Risk is lower after failure
 - Already lost - less to loose
 - People more ready to face change
- Can you explain why your organization should change?

Aspirational Narratives



- Offer people a better world:
 - “We are successful, but it could be so much better”
 - “We could do the next project with half the bugs”
- Ask: What could we do better?
 - Material for improvement
 - Self motivated to change

Speeding it up



- Change takes time
 - Usually longer than you think
 - And you need time to do it
 - Day-to-day, week-to-week
- Plenty of opportunity to slow it down if you don't like it
- How do we speed it up?

How we speed it up?



Ideas please....

Speeding it up - Executives



- Helps to have Executive Support
 - What are the problems your boss sees?
 - How can your changes help them?
- How can they help you?
 - Moral support
 - Someone to talk to
 - Time
 - Money

Speeding it up - Leadership

- Endorse & encourage change
- Reward people who embrace new ideas
- Walk the talk -
 - Do it yourself - been seen doing it
 - Give it your time
- Focus on the change do what you can, help people
- Spend money on resources - books, lunches, equipment, training, consultants

Speeding it up - External help

- External people are less threatening
- Buy in training for new techniques
- External story tellers
 - Describe the new world
 - Learn from others
- External facilitators for discussions

Warning: You have to do it yourself

Using Consultants is not *Just Add Water*

Speeding it up - Exercises



- Map your processes - what do you do now?
- Conduct serious Project Retrospectives
- Hold project kick-off meetings
- Run process miniatures
- Visuals the future
 - and get others to visualise the future

Conclusion

“My personal law of management, ..., is that everything can look like a failure in the middle.” - Rosabeth Moss Kanter

- Change starts with you
- It is all about people
- Mistakes will happen
 - Learn from them
 - Keep going
- It takes longer than you think

References & Reading



- Cameron & Green, 2004, Making Sense of Change Management
 - Text book on change, good overview of several theories and some case studies
- Stephen Covey, 1989, The 7 Habits of Highly Effective People
 - Might not be your cup of tea but there is still a lot of useful advice in here
- Stephen Denning, 2001, The Springboard
 - The power of story telling for knowledge management and change

References & Reading



- Fisher & Sharp, 1998, Getting it Done
 - Short introduction to leading without power
- Rosabeth Moss Kanter, 1999, The Enduring Skills of Change Leaders
 - <http://www.pfdf.org/leaderbooks/L2L/summer99/kanter.html>
 - Well worth reading
- John P. Kotter, 1996, Leading Change
 - “An action plan” - why change fails how to avoid failure
- Tom Peters, 2003, Re-Imagine!
 - Shake up your thinking about business and work

References & Reading



- Rising & Mann, 2005, Fearless Change
 - Patterns for Introducing New Ideas
- Peter Senge, 1991, The Fifth Discipline
 - Learning and change
 - If you haven't read it yet what are you waiting for?
- Gerald Weinberg, 1985, Secrets of Consulting
 - Good even if you're not a consultant
- John Witmore, 1992, Coaching for Performance
 - Help people overcome obstacles and do things